



THE WORK / LIFE REPORT

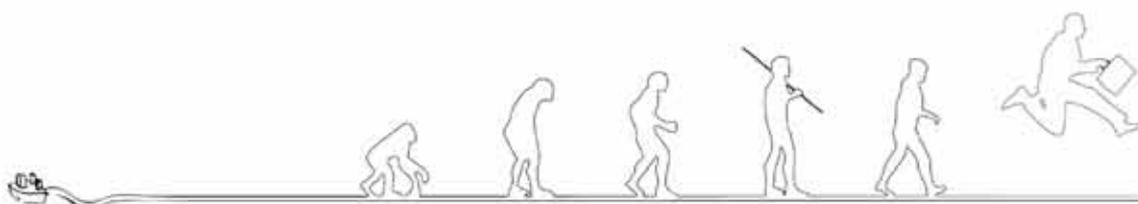
The Hybrid Organisation: Technology

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INTRODUCTION

Until only recently, the work of an organisation was associated with a fixed location – the office. But technology has helped untether us from our desks and facilitate new ways of working. So much so, technology is no longer a luxury, it is an essential element of doing business.

Yet, just as technology has helped changed the way we work, so the use of technology in a modern organisation has challenged the idea of an office as the prime work location. Organisations now operate through a more connected, cost-effective hybrid structure made up of head office, branch and remote locations through flexible working.

At the same time, the impact of technology has reached far beyond the enterprise, into every area of our lives. We increasingly interact with technology throughout our homes, while on the move, in our communities and to communicate with society at large.

As individuals, technology has also taken on a hybrid significance, where we use it as much in every aspect of our lives as we do in our work. In this way, technology use has opened up access to unprecedented amounts of data, information and tools that we use at work, rest and play.

The wider forces of globalisation and competition are also leading organisations to rely more and more on technology to help gain a holistic view of their business alongside a more granular view of partner, supplier and customer relationships. Future technology development must evolve beyond the traditional concept of a 'work/life' balance to support both the hybrid organisation and the multi-faceted individual.

We know technology will continue to have an impact on the idea of the office as the place where we work; it will also continue to affect the expectations of an organisation's most valued asset – its people, who carry out the work; and it will continue to evolve the ability to improve how we work.

So, the enterprise must be ready to embrace technologies that facilitate this blurring of the boundaries between work and life, in order to maximise the productivity, insight, innovation and collaboration gained from investments in its people, as well as technology itself.

But what will this technology look like in future? There are so many ways in which technology boundaries are being pushed back to offer new modes of input, interaction and intelligence. So how should organisations harness it? Will it be in a way that takes account of all the things technology can do for us, but that is shaped by the things only organisations need it to do?

“To cope with a challenging world, any entity must develop the capacity for shifting and changing – of developing new skills and attitudes; in short, the capacity of learning.”

Arie De Geus, former Royal Dutch Shell head of strategic planning
The Living Company: Growth, Learning and Longevity in Business,
Nicolas Brearley Publishing Ltd.

This paper is split into two parts. The first looks at why technology in 21st century business will require increases in raw power and scope. But this also includes how it will develop to become more adaptable to serve the needs of each individual user, as well as those of the enterprise as a whole.

And, in the second part, we look at the enterprise IT ecosystem required to underpin the best of new and existing technology. We examine how technology must adapt to the facets of ‘being human,’ where employees are fully rounded human beings, not just part of an organisation’s workforce, but part of family, community and social groups too.

THE NEED FOR WORK/LIFE BALANCE

It could be argued that, if the 19th century was dominated by the Industrial Revolution, then the 20th century was just as heavily shaped by the Information Revolution¹. At the same time, while the Industrial Revolution changed the way things are made, IT has changed the way things are done.

The widespread adoption of computers in offices in the last decades of the 20th century has boosted an organisation's productivity through what was then called 'office automation'. This trend built on the previous success of technology adoption in manufacturing through factory automation.

Technology in the 21st century will continue to have a profound impact on the way we work, interact and play.

It already provides us with the means to create and share content, and collaborate and communicate across teams, organisations, networks and geographic boundaries.

Before, mail was only delivered once or twice a day. Then the vision for the office of the future was a 'paperless' one. Nowadays, we manage email, instant and text messages, calendar reminders, blog updates, news feeds and tweets. At the same time, the phone still rings, people still have face-to-face meetings and the mail is delivered. And people still work in offices, if not every day.

But people have embraced the opportunity technology affords them to be more agile and responsive. The ability to stay in contact pervasively through mobile phones, videoconferencing and telepresence is based on multimedia-converged internet protocol (IP) based networks.

A 2009 European survey² suggested two-thirds of flexible workers were happier and over half felt more

productive than their deskbound counterparts, while almost as many said they worked harder during the time they work. UK workers, in particular, also equated flexibility with loyalty, with over half believing that flexible workers were more loyal.

Indeed, increased productivity and the desire to keep talented workers with family commitments in work were cited as the main motivators for employers to implement flexible working. While another study³ suggested seven out of every ten UK employers have at least one empty desk in each of their offices at any one time. It estimated that daily under-utilisation of desk space could be as high as 50% overall.

It can also be argued that the adoption of mobile, internet and cloud-based technologies through more flexible working practices will also be key in responding to environmental change. Estimates have put UK road usage at around 300 billion miles a year, where 15% is attributable to business travel. The same estimates contend that 10% of such travel, or 16 billion kilograms of carbon dioxide, could be eliminated through greater use of conferencing (audio, web and video) technology alone⁴.

So widespread technology adoption will continue to challenge the idea of work being confined to the office on many levels. In recent times, where enterprise technology relied on the idea of a PC on every desk, hooked up to provide access to central mainframe systems, technology was used to automate many more of those most mundane, manually intensive and repetitive tasks. But, as PCs moved into peoples' homes, we became able to carry on with more complex tasks beyond the confines of the office.



Likewise, more recently, mobile technology and the rise of flexible working have further challenged the construct of the office as a place for work, as a specific, purpose-built location. Instead, we have evolved the idea of being able to work any time, any place and anywhere thanks to advances in technology development.

“It’s pretty incredible to look back 30 years to when Microsoft was starting and realise how work has been transformed. We’re finally getting close to what I call the digital workstyle.”

Bill Gates, Microsoft chairman, 2006

Even in these flexible-working scenarios, the technology we use still requires us to maintain the distinction between ‘digital workstyle’ and lifestyle-driven choices. But only technology that empowers the best of each individual’s human needs and capabilities inside and outside of work will harness maximum benefit for hybrid organisations in future.

A sign of our times is the recent move⁵ by the US Marine Corps to lift the previous ban on social networking sites on its enterprise networks. “The Marine Corps understands and embraces the internet-based capabilities,” stated Major General George J. Allen, the chief information officer for the Marine Corps. “We can collaborate and enhance our business processes and also provide a level of morale for our force that has never been seen before.”

Enterprise technology adoption has allowed work to be increasingly defined by its process, not where it takes place. But such process must now adapt to the individuals and groups that rely on it. The success of such process automation need not only be measured through forecasts that can be used to cut inventory levels, maximise cash flows

and meet customer demands in more effective ways. These days, improvements around reduced office space, carbon emissions and time spent commuting are all enabled by technology used by individuals.

At the same time, when left to make our own decisions about what technology we buy for ourselves, we have tended to choose technology that empowers a digital lifestyle tailored to us as individuals, which sometimes includes work-related use. This has led to the blurring of technology use for work and in the rest of our lives in general.

Trends in the consumerisation of IT therefore challenge the enterprise to accommodate and adapt to an overall digital workstyle, where the technologies we interact with in our homes, on our desks and in our pockets work together to take us beyond our previous role as an ‘end user’.

For example, when we log onto our favourite websites today, we expect an interactive experience that might offer us tailored content, offers or collaboration opportunities. Such personalisation builds customer loyalty that is cheaper to maintain than efforts to win new custom.

But remember that, when the internet was in its nascent stages, only a few were ever chosen to be given access to it in work scenarios. Now, internet access is an almost ubiquitous collaboration requirement at the till, in the warehouse or on the move, as well as in the office, because of the pervasive use of always-connected devices across wireless and wired networks.



TAKING ACCOUNT OF DIGITAL WORKSTYLES

Still today though, an individual's experience of technology at work is limited and, on the whole, de-personalised. It is not uncommon for enterprises to block instant messaging (IM) use or social networks access within its firewalls for cyber-security reasons, as previously was the case for the US Marine Corp.

But an individual may only want to contact their partner to confirm they can be free to attend a meeting or if their partner can pick up the kids from school. Or, providing for the ability to visit external, transactional websites could enable an individual to change an online grocery order home-delivery time while using work systems, enabling them to join a crucial, last-minute emergency conference call without interruptions.

As a result, most daily communication is characterised by the interweaving of personal email and text messages on different devices at work with work-related email and IM while at home, in a cafe, or even on the beach. It is by no means certain exactly how fine a 'work/life' balance this separation of home and work truly helps us maintain when our diverse requirements and preferences as individuals are taken into consideration.

Tackling this imbalance can translate to more positive experiences for individuals as customers too. In the past, for example, the replacement of the old-fashioned meeting with your bank manager with an impersonal computer-model driven scoring system has led many to bemoan the loss of the 'personal touch' in modern business.

Now exponential increases in computing power offer the promise of more sophisticated risk assessment filtering through behavioural modelling and machine learning, which could help

managers flag borderline applications with more personal follow-up procedures, potentially allowing a business to sign up new customers that a less granular, holistic and systemic business intelligence process might have rejected.

Technology development is responding quickly to change economics of risk with more robust, open standards around security, privacy and identity. So in future, organisations must take advantage of a more systemic view of operations, where adaptive, plug-and-play technology that seamlessly safeguards security and privacy delivers engaging, intuitive and rich, interactive experiences to individuals on a more personalised and customisable basis.

Some social and economic commentators have characterised this next decade, as we emerge from one of the deepest global economic recessions, as the 'Turbulent Teens'⁶. It is said this moniker will become associated with consumer mood swings, high-octane change and a rapidly evolving economic landscape. In this context, technology must enable people to do more with less, more quickly, but also better.

Today, IT advances have provided an unprecedented level of computing power, enabling the most complex number crunching and data-processing systems. At the same time, we increasingly rely on the cloud for its immense capacity to store everything from our personal pictures to our email and for the ways it can break down inflexible barriers to collaboration. Bandwidth challenges still remain, impeding the extent to which organisations can truly harness technology innovations around storage and computing power to gain a more holistic view of their enterprises.



Although bandwidth availability is likely to improve over time – especially given activity at government levels to provide universal internet access – technology innovation will ultimately fail to prove itself in the enterprise if it is not underpinned by both a platform and approach that provides both the organisation and its people, as individuals, with a seamlessly interoperable, safe and secure set of IT tools that let people get the best job done wherever they are.

Technology must facilitate communication and collaboration and knowledge-sharing in ways that are increasingly relevant, for an individual as a whole, not just as a worker. It must deliver relevant insight based on the individual's context, preferences and intent. And it must be underpinned by a platform that enables the technology itself to blur into the background.

Display technologies and novel input modalities are one area where we will see rapid advancement, allowing us to take full advantage of the vastly increased computing power we have in our phones, on our desktops and in the data centre. The current advances in touchscreens, for example, have introduced new modes of interaction, validated by the explosion in popularity of the touchscreen smartphone in recent years.

The emergence of motion-based controls in gaming also points to the need for a new kind of enterprise technology platform – a platform that can support the growth of a divergence of devices, offering richer input, modality and interaction, delivered in a way that is appropriate to each given task and according to each individual user's preference.

Even though the computing systems we use at work can no longer be thought of as 'dumb terminals,' their functionality is far more locked down and impersonal than those of our home

computing systems. It's possible to interact with computing systems in the home today through a variety of modes of input, including wireless controls, touchscreens and even gestures, as with home cinema, gaming and security systems, tablet PCs and games consoles, for instance.

Much enterprise technology development will depend on the tipping point that is the 'Turbulent Teens': these years will provide the economic driver to do more with less, embrace the consumerisation of IT and fully exploit the potential to align technology developments in storage, power, bandwidth and interactivity with holistic, systemic and individually driven enterprise system requirements.



COMMUNICATION WITHOUT LIMITS

Technology development has made physical location much less important, while simultaneously enhancing experiences wherever you are, which – as we've already discussed – has had a huge effect on the way we work, live and play.

Just as this next teenage decade will be characterised as one of transition and transformation, technology usage within organisations will grow, evolve and adapt in order to thrive through the post-'work/life balance' or 'work/life 2.0' world and beyond.

The last decades of the 20th century gave rise to a new type of 'knowledge worker,' whose days are inextricably integrated with technology not only for carrying out their work responsibilities, but also for managing their social and family lives.

The acceptance of IT in every part of modern life has also led to an intricate and sometimes problematic interplay between knowledge work and the digital workstyle. Having already looked at current limitations, the next logical step must be for new technologies to offer more granular integration and individually tailored control to overcome them.

Such advances need not necessarily be based on completely new devices or even modes of input. Improving basic IT functions we are familiar with, like calendaring for example, so they integrate across work, home, on our mobiles and even in our car, is already possible.

But wireless connectivity, the cloud and open standards could enable us to flip more seamlessly between work and home, overlay group diaries and filter availability based on synchronised contact, presence and diary information. Even the idea of a slider on a mobile device for managing work and home contacts – including email, IM and social media-

style applications – relies on seamless synchronisation, secure access and data integration functionality as prerequisites.

Take speech recognition technology as another example and form of input that we are already familiar with. The cloud and continued boosts in raw computing power could enable high-quality speech recognition far beyond the basic ability to initiate a phone call using our mobile phones and in-car systems.

Yet, it would still be unlikely that speech recognition technology could ever replace the keyboard, as simply a quieter input device, in a busy, open-plan office environment. But it would offer a wider choice in other, more suitable scenarios for maximising individual productivity in technology based work scenarios.

Now take a device with all of these capabilities and put it into the hands of, let's say, an insurance assessor. Their employer has equipped them with this device to capture information at the scene of an incident or investigation. It allows them to photograph the scene, annotate it using a touchscreen, while capturing voice commentary that can be used to fill in case notes, all while synchronising with central systems in real time. They may prefer to update these files using a virtual keyboard while travelling to their next appointment, after checking in with colleagues via IM.

As well as improving productivity levels, further developments around embedded technology like sensors, remote diagnostics and controls, and even the remote capabilities of the internet, have also eased maintenance overheads and increased speed of response and service levels. But they also have served to empower the individual and erode the idea of the individual as just a passive user.

Healthcare is key example here. The ability to perform remote diagnoses



through telemedicine systems will become pervasive, entering the home, just as life-saving remote vital sign monitors are already being used onboard aircraft and vessels around the world. And the benefits of online, self-service health records are also being explored, to minimise errors and provide higher, more customised levels of service across different healthcare providers or departments.

We are used to the benefits of a technology driven, 24-hour, always-on, digitally interconnected world. Business relies on its benefits to implement leaner, follow-the-sun manufacturing and support operations. But this comes with greater responsibility for more distributed supplier, partner and customer bases, as well as workforce.

Inherent within this increasingly consumer-driven and globalised world, organisations face cultural, linguistic and demographic challenges that technology is uniquely placed to help overcome. In this way, technology must also be used to deliver experiences that are ubiquitous, intuitive, transparent and immersive.

“What they were all grasping after, each in their own way, was a language of interaction suited to a world where information processing would be everywhere in the human environment.”

Everyware: the dawning of ubiquitous computing, Peachpit, 2006

As we rely more and more on technology to provide guidance in our decision-making processes, to marry intelligence gleaned from data analysis with that of expert insight, we further empower the individual. It is the individual that can distinguish between data, information and knowledge.

Data is gathered through research and collection. Information is organised data. Knowledge is built upon information. So, where data and information are easily

transferable across IT systems, knowledge built up by a person or organisation must be shared and harnessed in more technologically advanced ways.

But so much enterprise data is still unstructured and difficult to integrate and process. One survey actually found the UK's IT managers spending more than 5 million man-hours a year searching for lost emails⁷. Another⁸ revealed less than half of all organisations included enterprise content management systems in the scope of their enterprise search programmes. Only 18% crawled line-of-business applications, like customer relationship management (CRM) systems, with their enterprise search technology.

Examples of application development that facilitate greater levels of collaboration, knowledge sharing and business intelligence already exist. The introduction of a new diploma qualification in England requires schools to act as collaborators, combining their teaching resources to work in partnership with other schools and commercial enterprises and offer students the ability to access a wider and more varied curriculum.

A new exchange platform⁹ developed to track such partnerships has allowed for the exchange of pupil data automatically across schools, so a teacher knows each student's academic history when they turn up in a new school and the home school knows how their students perform when they are off-site. Due to its popularity, the exchange platform has also recently expanded the product to allow workplaces (for example, hairdressers, where students can study but are not connected to the schools' platform) to access relevant student information in the platform securely via a web front end.



At the same as the likes of the diploma exchange platform are being developed, rapid adoption of broadband has fuelled an explosion of browser-based activity typified by the rise of e-commerce, social networking and user-generated content. This, along with the availability of data, software and services 'in the cloud' has enabled business to also exploit business application functionality that draws on the best of both consumer and enterprise technology.

Social networking applications, like Facebook and LinkedIn, and blogs overtook email in popularity during 2008¹⁰, probably because they have proved more effective communication channels in certain instances. So software applications that empower the user by letting them express their individual preferences in more flexible, behaviour-led ways will continue to heavily influence enterprise software development.

Software developers can adopt features and functionality of social networks to create more intuitive, flexible, composite applications, widgets or 'mash-ups'. Such software offers each individual user the power to configure, dashboard-style, custom analyses and views on information that is wholly relevant to them and their role. And platform providers can work to support secure and seamless plug-and-play application, device, display and input modularity. The idea of an 'app store' also embodies this characteristic, where enterprises can benefit from more effective, streamlined management of their IT estates using similar principles.

EVOLUTION, NOT REVOLUTION

But the evolution towards such IT-based enterprise systems will be a pragmatic one. For example, adding context to search through semantic metadata is unlikely to change the look and feel of search radically, but instead simply make it easier and more effective to use. Inventor of the World Wide Web, Sir Tim Berners-Lee commented: "The semantic web is not a separate web but an extension of the current one, in which information is given well-defined meaning, better enabling computers and people to work in cooperation."

Just as virtualisation and internet-based technologies have begun to empower more flexible ways of working through public and private clouds, so the likes of semantic web or neural network development also points the way towards more structured or adaptive data models that will also help make the development

of more meaningful, immersive enterprise applications possible.

The ideas of empowerment and cooperation still have some way to go. Disjointed and complex IT-based processes should therefore be replaced by technology designed more around the individual, making use of more natural interaction methods, such as speech or gesture-based control.

In this way technology can re-introduce a more tailored approach to doing business at scale that can maximise productivity, service and innovation levels and so help put the employee, partner or customer at the heart of every process.

Although new technologies that enable the best human values and capabilities will continue to shape the organisation of the future, the organisation should adopt such technologies as part



of a platform that supports the individual seamlessly alongside the wider business needs.

Just as technology has helped blur the distinction between physical and virtual worlds, so it must also remove the barriers of human interaction with both. If we think back to the rise of the touchscreen again, or to emerging speech interfaces for handsfree phone operation, we can see how technology is moving human-computer interaction beyond the basic keyboard and mouse, evolving to offer more natural ways and means of interacting with IT systems.

Take the 'QWERTY' keyboard as an example of technology that is viewed as limited and immature. It has existed in response to technical limitations of typewriters, slowing the typist down to pace where the machine itself can cope with the rate of input. But we still use it, as an engrained standard, until technology comes up with a better alternative to cater to individual preferences. And we still use it today in many instances. But the touchscreen and evolution of the virtual keyboard mean its continued dominance is far from assured.

Tangible interfaces and embedded computing, developed to make up part of everyday physical objects, will be able to react to manipulation, enriching visualisation and presentation tools. And a convergence of interfaces will make human-computer interaction more intuitive and collaborative.

Add in low-cost and power visual display unit (VDU) advances around touch technology to e-paper, 3D and flexible display technologies, haptics, smart fabrics and surfaces, and the image of future working environments or tools could not begin to look more different than the desk, screen, keyboard and mouse configuration we're so used to.

Research into ambient technologies and smart fabrics, for example, have led to innovations in photovoltaic printing techniques that

could provide access to ubiquitous solar energy. Combined with flexible displays and motion-based, haptic modes of input and we could easily see immersive personal computing devices that could also help keep the lights on in the not-too-distant future.

Then technology, including the software, hardware and networks, can truly be seen as a utility – like electricity, you know it's there, but you don't have to think about it. In this way, the technology itself should become invisible to its end users, interacting with them as individuals, in order for a true digital workstyle to be achieved.

Moreover, technology should become defined by the applications and benefits it enables – just as we would think of using electricity to power a hairdryer or a hot-water system. And the mature enterprise technology platform will enable the use of technology like a utility, empowering the individual to use it to get the best experience for their needs, while removing complexity.

Just like a teenager, we can think of technology itself as searching for a vision or role model to aspire to as it continues to grow up and develop. Where organisations once aspired to the vision of the paperless office enabled by technology, we also now realise that paper meets some very basic human needs that technology cannot yet, and may never, entirely meet. Likewise, there may never be an 'office-less' future.

But recently, the impact of social and environmental change has also spurred a strong 'green' trend in IT that technology can support, where the vision for the future may no longer even include an 'office' in the traditional sense. Here, flexibility to meet the needs of the individual user is again emerging as the key driver of change within organisations. But this flexibility must extend to empowering them with business intelligence based on the best-quality data if it is also to foster more informed, agile and even innovative



decision-making processes.

Moving on from siloed, poorly integrated systems, the provision of a holistic, systemic view of information in a tailored, nuanced and granular way will become essential, particularly as newer generations coming into the workplace have different technology expectations than their more mature counterparts. Catering to individuals and providing technology to support a broader range of requirements will also help get the best out of an organisation's people, regardless of age, demographic or cultural differences.

Emerging technologies will only add value in the workplace if they are underpinned by an enterprise culture and platform that encourages the individual to be as effective while using technology at work as they are in their personal lives. It should also seamlessly provide them with all the tools they need to do their job to the best of their ability.

By anticipating which of these technologies will support both the organisation and individual equally, organisations should harness the benefits of IT consumerisation and commoditisation, as technologists develop more intuitive and immersive computing experiences.

Advances in embedded systems are another component of this seamless, human-centric, work/life-balanced enterprise computing vision. They not only hold the promise of increasing the automation, efficiency and access control benefits with which we are already familiar, through the likes of temperature sensor controls and radio frequency identification (RFID) tracking, they also offer tremendous opportunity for innovation.

New technologies to link tools, digital representations and assets will offer more effective means of authoring, designing, learning and collaborating across different groups and networks, for example. They will allow individuals to assemble such tools wherever the occasion

demands it. And such digital resources will offer new opportunities as they become ubiquitous in and outside the enterprise.

Take, for example, the idea of hooking up a digital billboard with mobile access for consumers to take advantage of promotional offer that can be accessed later from any web browser. Then imagine the billboard could be any physical artefact, projecting its tailored wares to each individual's mobile-computing device based on gender, facial and speech-recognition and identity based digital footprints. Such a promotion would involve a number of stakeholders, each boosting their business models. But this is only possible with a strong platform based on interoperability underpinning this technological ecosystem.

The key to making this hybrid organisation technology vision a reality is the underlying platform on which the enterprise builds an ecosystem of new connections, devices and peripherals that support a wide variety of new modes of display, input and interaction.

Such a platform will give individuals the power to fine-tune their everyday and work activities in a way that best suits them, while the underlying technology platform enables the enterprise to retain enough central control to effectively manage maintenance, interoperability and data security.

In this way, technology will support the hybrid organisation, allowing its diverse, digitally empowered and informed individuals to operate at the most agile, efficient and productive levels to put their colleagues, partners and customers at the centre of every process.



EXECUTIVE SUMMARY

Technology has been a disruptive driver of change in the 20th century, facilitating greater automation, collaboration and flexibility.

In the 21st century, we are entering an era of the 'hybrid organisation,' where the economic power of information, knowledge transfer and decision-making processes draw more and more heavily on technology to help turn its people's best ideas into tangible products and services that can drive revenue and profit.

But it has also created a perception, in work situations particularly, where individuality is diluted and business is impersonal. This has translated to a pursuit of more customer-centric processes. And technology is well placed to respond, influencing and shaping more and more human interactions.

By treating technology as an enabler of human values and goals, we can reverse this dilution of individuality. Organisations should embrace new technologies and new digital workstyles for the greater benefit they offer their individual workers and businesses as a whole.

In future, it should be possible to align new, technology based modes of access, input and interaction with the diversity of processes and individuals that make up any organisation.

The use of technology needs to reflect a maturity of understanding of the 'user' as an individual. The pace of technology development has become so fast, businesses must pause to align future capabilities with requirements not only of their business but also of the human, multi-faceted individuals who make up their organisation, as well as partner and customer relations.

Understanding the technology related work issues and enablers of change in 2010 and beyond includes adapting to the blurring of physical and virtual boundaries. This will be through the convergence of more intuitive modes of input and interfaces with diverging modes of display and interaction. But it will be underpinned by an open, flexible and modular technology platform that supports a rich ecosystem of personal, mobile and embedded computing devices.

To achieve this, a change in leadership attitudes towards technology is required, as is only now being challenged by the tensions between economics and control with the consumerisation of IT and the development of cloud computing. Collaboration between business and IT is necessary to understanding such trends in technology development in order to react and respond accordingly.

It is those organisations that harness the benefits of the latest technologies first that will really be able to claim maximum competitive



advantage. So an organisation must ensure it understands what's possible technologically and IT must act as a strategic advisor and custodian of a technology delivery platform that enables its business to harness the best of its people, as well as its information and processes.

In this way, technology won't just drive cost reductions and efficiencies, greater productivity and sustainability. It can truly foster innovation, new business models and ways of working. It can also empower more diverse, tailored ways of working, promote lifelong learning to cater for more balanced and equitable workforces and help support strong, vibrant communities. In future, enterprise technology will help organisations put the individual – whether they are a customer, partner or employee – at the heart of everything they do.

To get best out of future technology developments, organisations should:

- Embrace wider, consumer-led trends in technology for the benefit of their wider workforce.
- Include ubiquity and transparency, alongside cost, ease of use, security and reliability in ways that minimise complexity during evaluation.
- Identify intuitive tools and systems with rich modality, levels of interaction and flexibility to adapt to individual preferences according to the role or task.
- Look to enable a strategic IT infrastructure platform that supports a diverse, but seamlessly integrated ecosystem of computing devices and modes of interaction.



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