Guide to enterprise experience and humanity

An IBV study summary:
Building the Cognitive Enterprise

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The enterprise experience

Organizations who engage their customers with rich experiences are recognizing now, more than ever before, the need to do the same for their employees, their business partners or ecosystems. The key is linking them in one continuum—what we refer to as the enterprise experience. Creating a new enterprise experience requires organizations to seamlessly interweave artificial intelligence (AI) and other new technologies with the people who'll use them and benefit from them. While facing challenging business and societal times, it is important that a culture of continuous learning is in place by adapting to and applying what has been learned.

To create an enterprise experience effectively, organizations will need to:

Cultivate smart leadership, skills and culture.
– Embrace disruption and lead as a change agent.
– Foster a culture of collaboration and innovation across ecosystems.
– Drive accountability for new workflow-aligned skills.

Elevate human and technology partnerships.
– Establish the organization's "North Star" purpose.
– Develop an end-to-end experience chain.
– Orchestrate compelling, trusted human and technology interactions.

Perform with purposeful agility.
– Team across boundaries to accelerate innovation.
– Build ecosystem-oriented diverse teams for gaining perspectives and expertise.
– Unfreeze the organization to move fast as it reinvents its core.

Reinvent your workforce to ignite talent.
– Benefit from learning that's continuous and deeply personalized.
– Develop teams with diverse, but complementary, skills as they outperform and out-innovate homogeneous teams.

Lead as a change agent

The cognitive enterprise requires a different kind of leadership. These leaders are tech-savvy yet understand the power of exponential technologies and how they can transform markets.

To thrive in the Cognitive Era®, leaders need to create a culture and environment where employees embrace change, can learn fast and learn as they go.

Leaders will need to implement a set of design principles that help lower the center of gravity, empowering smaller multidisciplinary teams to get to client-valued outcomes more quickly. When customer-facing teams span the full functions of the organization, including operations, they can be fully responsive to customers. But experience indicates that change won't happen if leaders aren't able to let go.

Evolve the human AI relationship

The interplay between people and AI, also known as augmented intelligence, resets organizations' expectations for what they are able to do. Counterintuitively, the astute use of AI can deepen insights into what makes us human, as well as humanize the experience.

The IBM® Institute for Business Value (IBV), part of IBM Services™, develops fact-based, strategic insights for senior business executives on critical public and private sector issues.

In a recent IBV global C-suite study, a correlation analysis revealed that leading organizations most frequently use exponential technologies in concert with AI being central to those efforts. Among all study participants, 72% were planning large investments in AI or machine learning (ML) in the next few years.[1] AI-supported organizations are turning decisions into iterative innovation and intelligent workflows. They're at the forefront of delivering customer experiences that are not just personalized, but humanized, building trust through never-before-possible services.

Adopt a new way of working

As the cognitive enterprise adopts augmented and virtual reality to improve the customer experience, it can—and should—apply them to create more immersive learning environments for the workforce, as well. New skills are essential for business platforms to effectively integrate people, workflows, exponential technologies and data to deliver new outcomes.

Business platforms and intelligent workflows in the cognitive enterprise are constantly evolving to create new value for customers—and do so by enabling new ways of working. Agile teaming, empowerment and deep collaboration are foundational to those efforts. Leaders that hold themselves accountable for formulating and executing a dynamic skills agenda are the spark.

Reinvent your workforce

The skills shortage doesn't show any signs of easing up. The 2018 Conference Board C-Suite Challenge and the most recent IBM Global C-suite Study both cite people skills as one of the top challenges CEOs are facing.[2] The issue has become so dire that nearly half of organizations say they don't have the talent they need to execute their business strategies.

Organizations successfully navigating this new environment are fundamentally reshaping how they manage skills, talent and culture.

– New business platforms and workflows require new and ongoing skills attainment.
– AI is enabling skills inference, transforming workforce management and learning.
– Agile teaming is the new paradigm of work, supporting rapid skills transfer and development.
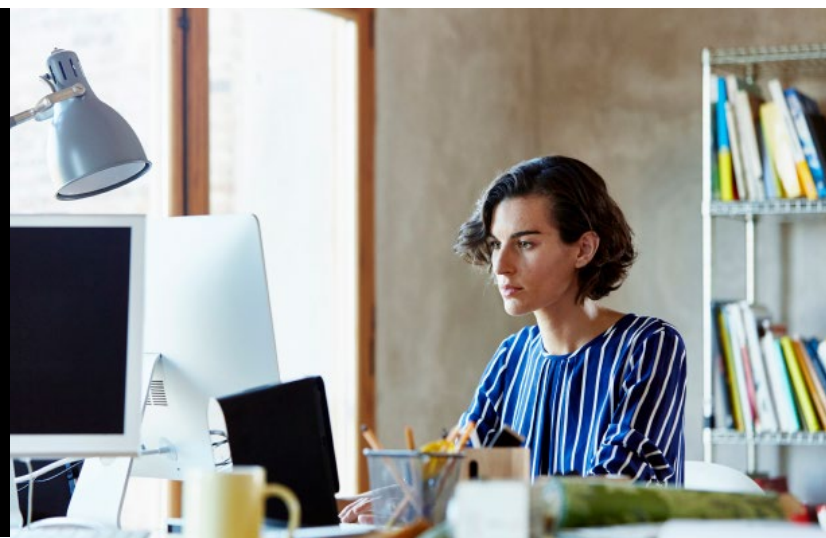
Infuse fresh purpose into every endeavor

With so much change underway, organizations are redoubling their efforts to stay focused on what matters—understanding and responding to the whole human being, whether that person is their customer, employee or ecosystem partner. As exponential technologies become pervasive, the next great opportunity becomes the opportunity to elevate the work and skills of employees, to meet their aspirations and values, along with those of customers and partners through an enterprise experience.

To learn more about IBM talent management, visit ibm.com/talent-management.

For more information about Cognitive Enterprise, read the full report:
Building the Cognitive Enterprise: 9 action areas

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Citations

1 Mark Little. "Report on Sustainability 2019: CEO Message." Suncor, 2020.

2 "Global Survey of C-Suite: Recession Fears Fade, But Talent Concerns Remain." The Conference Board press release, January 18, 2018.

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