

HUMANEDJ - INTRODUCTION

10 MAY 2012

CLOUD SOFTWARE FOR VIRTUAL TEAMS

Cloud software? Software you use via a Web browser

Virtual team? People who work together but don't sit together

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WHAT IS HUMANEDJ?

Just as people are changing inexorably from diaries and address books to digital calendars and contact lists, so too will they change from static plans to a more flexible, powerful way of managing their work with colleagues. However, listing tasks is not enough, or people would have switched already. HumanEdj provides dynamic plans that **streamline interactions between colleagues** and **ensure focus on goals**, thus **reducing virtual team costs** and **improving effectiveness**.

HumanEdj is lightweight, easy-to-use **cloud software for virtual teams** that integrates with everything from social media to workflow to packaged applications: a new digital way to manage human interactions that crosses any organizational boundaries via standard messaging technologies such as email to offer **visibility of teams**, access to **communication structures**, a means to create, maintain and use **knowledge**, support for **prioritizing time**, and participation in the **continual re-planning** that is basic to teamwork.

BACKGROUND TO HUMANEDJ

For each piece of work, do you do the same tasks, in the same order? Do you create the same documents and data? Do you work so perfectly that there is no room for improvement?

Most knowledge workers work in virtual teams. Further, they do not do the same tasks in the same order, creating the same documents and data, for each assignment – so they find it hard to visualize and hence manage the structure of their work. As a result, managers don't know to what extent their team members are efficient or effective. In fact, research shows that they are neither.

Multi-year time and motion studies on knowledge workers in the US (Basex) show that they spend an average of 28% of their working day organizing their interactions with one another rather than doing useful work. The cost of this wasted time to employers, and hence to the US economy, is estimated to be 650 billion dollars per annum, which equates to a cost to the worldwide economy of something like 2 trillion dollars per annum.

So knowledge workers are not doing things right. Are they even doing the right things? As an example of how ineffective knowledge workers are, further research shows that although 82% of all organizations are undertaking some form of change initiative at any one time (SHRC), 70% of change initiatives fail (Harvard).

The underlying cause is that traditional management techniques for describing work arose in manufacturing (the "Scientific Management" of Frederick Taylor and Henry Ford), in which you specify outputs in advance, define a sequence of tasks to deliver them, then schedule the tasks. This approach fails to deal with the modern adaptive, collaborative workplace, for which a new management science is required: **Human Interaction Management**, or **HIM**. The outcome of over 20 years of research, HIM is a complete theory of collaborative human work based on 5 universal principles – effective teams, structured communication, use of knowledge, use of time, and collaborative re-planning. As a management technique alone, HIM doubled productivity in large-scale engineering.

Based directly on HIM, our revolutionary cloud software HumanEdj provides dynamic plans that **streamline interactions between colleagues** and **ensure focus on goals**, thus **reducing virtual team costs** and **improving effectiveness**.

HumanEdj is lightweight, easy-to-use **cloud software for virtual teams** that integrates with everything from social media to workflow to packaged applications: a new digital way to manage human interactions that crosses any organizational boundaries via standard messaging technologies such as email to offer **visibility of teams**, access to **communication structures**, a means to create, maintain and use **knowledge**, support for **prioritizing time**, and participation in the **continual re-planning** that is basic to effective team work.

HOW DOES HUMANEDJ WORK?

HumanEdj Plans/templates are a simple and intuitive way to structure collaborative work:


- A Plan or template has goal-directed **Stages** in each of which people play **Roles** to provide **Deliverables**.
- The Plan owner manages the work, adjusting statuses and usage of Stages and Deliverables.
- Plan members use Stage-specific messaging to evolve the Plan on-the-fly.

Shown in [Figure 1](#) below is a screenshot of a Sales Bid Process as captured in a HumanEdj Plan template. The selected Stage, “Qualify Bid” shows how various people provide input of different kinds in order for the “Sector Authority” Role (for example, the Divisional Director for a particular market sector) to make a decision on whether or not to approve the bid.


Note that HumanEdj *indicates* rather than *prescribes* how work should be carried out. During execution of a Plan made from the example template shown below, the Sector Authority may qualify a bid without waiting for everyone’s input, or they may request additional input not anticipated in the template. In the latter case, if this is considered to be a useful addition to the process in general, such additional input could be added to the template and made part of general practice.

Similarly, although Stages are numbered, they do not have to be carried out in the order shown. It is normal for Stages to run in parallel, take place out of sequence, and be re-visited after initially completed.

Finally, the players in a Plan do not need to work for the same organization, or use the same HumanEdj. For example, in a Plan made from the template shown below, the Technical Consultant could be an outside consultant engaged specifically to help with a bid that has highly specialized technical requirements. This person could use the company’s HumanEdj server, their own organization’s HumanEdj server, a public HumanEdj server, or just plain email to take part in the Plan. Even if they use plain email, their messages and deliverables will automatically be routed to the correct people (and only the correct people).

To Do Plan Stages Details Summary Grid Timeline Actions ▾ Resources | Address Book |  | Help | Log out

You can see all data and messages in a Stage that ...

Role Modellers 

Update >> Back >>

Sales Bid Process [TEMPLATE]

Stage	Role	Activities	Messages
1. Receive ITT Handle receipt of...	Sales Advisor Unassigned	Assess Bid Customer Budget Notes	0 days 27-Feb-2012
2. Qualify Bid Is it a strategic...		Step Down As Owner	0 days 27-Feb-2012
3. Kick Off Proposal Identify Bid Mana...	Proposal Manager Unassigned	Add Activity	
4. Select Proposal Partners Select third part...	Bid Manager Unassigned	Add Activity	
5. Create Solution How can we meet t...	Sector Authority Unassigned	Qualify Bid Bid Approved View Customer Budget View Notes View Strategic Fit Assessment View Commercials Assessment View Technical Assessment	0 days 27-Feb-2012
6. Review Solution Will it work? Is...			
7. Design Proposal What sections wil...	Strategic Authority Unassigned	Assess Strategic Fit Strategic Fit Assessment	0 days 27-Feb-2012
8. Create Proposal Several writing A...			
9. Review Proposal Are we presenting...	Commercial Authority Unassigned	Assess Commercials Commercials Assessment	0 days 27-Feb-2012
10. Review Terms And Conditions By Commercial Aut...			
11. Prepare Governance Spreadsheet By Bid Manager, w...	Technical Consultant Unassigned	Assess Technical Fit Technical Assessment	0 days 27-Feb-2012
12. Review For Submission By Sector Authority	Proposal Writer Unassigned	Add Activity	
13. Submit Proposal	Proposals Administrator Unassigned	Add Activity	

1 Figure 1: Screenshot of a Sales Bid template in HumanEdj

Case study:

Military Force Projection: <http://bit.ly/humanedj-case-study-fp>

Demonstration videos:

Viewing a Plan or template in HumanEdj: <http://www.youtube.com/watch?v=QdxmoH8bYWA>

Further videos: <http://www.youtube.com/user/humanedj>

WHERE DOES HUMANEDJ FIT INTO ENTERPRISE INFRASTRUCTURE?

Figure 2 shows the technology support gap in many organizations for certain business processes.

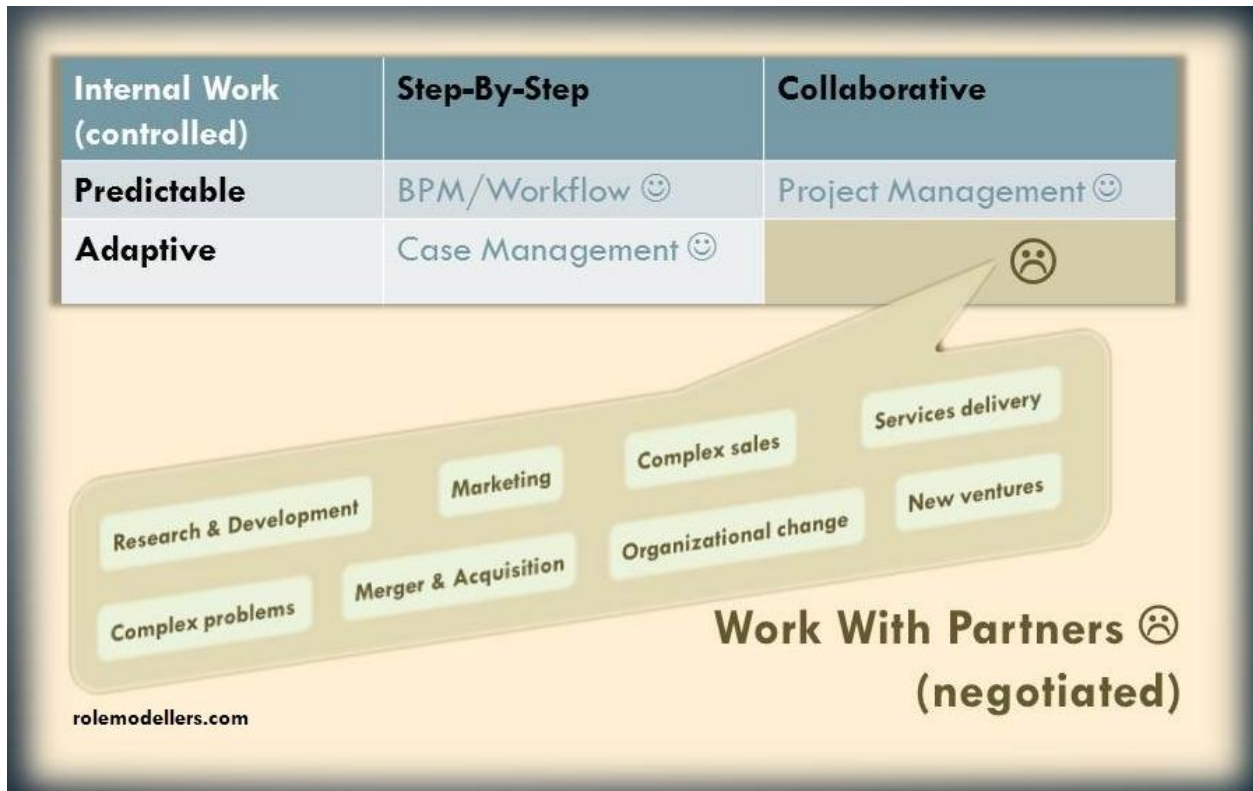


Figure 2: The process gap

At the top left, the figure shows a grid of process types within a single organization, and the technology solutions for each type:

- **Business Process Management** or **Workflow** systems are suited to step-by-step work in which the sequence of steps can be predicted – for example, manufacturing, licensing or order fulfilment.
- **Case Management** systems are suited to step-by-step work in which the steps and their sequence adapt to the situation at hand – for example, claim processing, medical diagnosis or invoice discrepancy handling.
- **Project Management** systems are suited to work in which deliverables are provided through collaboration rather than each person carrying out a set of steps individually, but is nevertheless predictable – for example, laying an oil pipeline or building a power station.
- Many organizations have a technology support gap for processes that are both collaborative and adaptive – which may in fact represent a very large proportion of organizational activity, since it includes areas such as Research & Development, Marketing, Complex sales, Services delivery, Complex problem resolution, Merger & Acquisition, and Organizational change.

The figure shows how this gap exists not only for collaborative, adaptive processes within a single organization, but for collaborative, adaptive processes that cross organizational boundaries – as they typically do.

A **Human Interaction Management System** such as HumanEdj fills this gap, since HumanEdj Plan templates are a natural, intuitive way to structure adaptive, collaborative work and people can use different HumanEdj servers (or even email) to work together in a Plan.

Figure 3 shows how different tools occupy different levels of the IT stack.

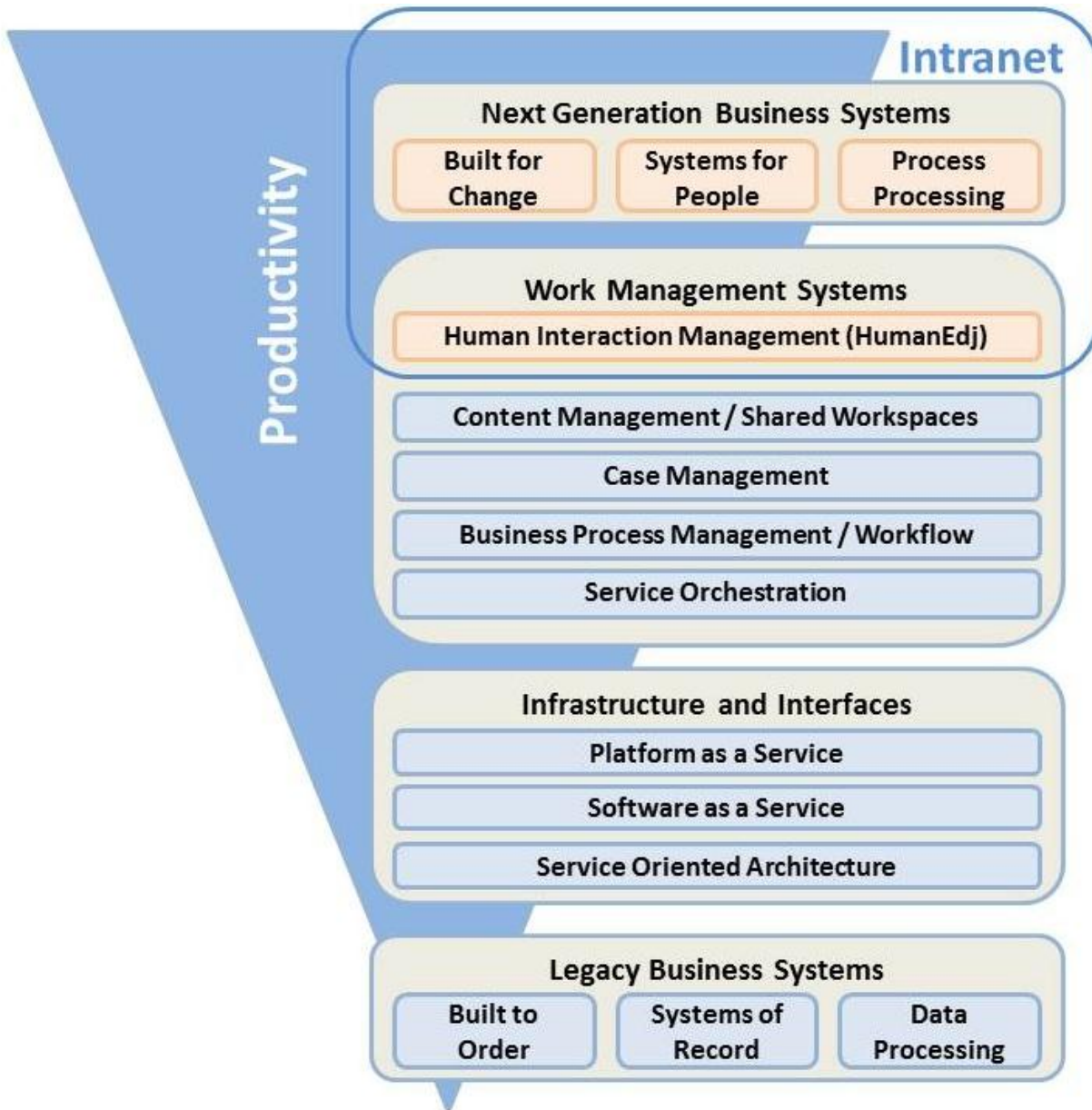


Figure 3: The new IT stack

Many organizations have made significant investments in Intranet, Enterprise Content Management (ECM) and Customer Relationship Management (CRM) systems and/or services without seeing the expected return on investment. This is mainly because organizations do not know how to make use of such technologies a natural and automatic part of their staff members' operational work.

HumanEdj, as a **Human Interaction Management System**, solves this problem by providing a new layer of technology. Your current Activities in HumanEdj Plans are available via the Intranet, and by doing them, you automatically make use of systems and services that are lower down the stack (such as ECM and CRM). It becomes normal and inevitable to use supporting technology systems and/or services.

There is no longer a need to train and enforce usage of the systems and/or services. Rather, staff members are guided to adopt new technologies via their activities in HumanEdj, whether for social media, workflow, packaged applications or anything else.

By making HumanEdj the entry point to the organization's technology stack, modern business systems automatically become **Systems for People** that are **Built for Change**, in which people can not only do work but change the way in which work is done (**Process Processing**).

TECHNICAL BASIS

HumanEdj is a pure Java/REST cloud application, extensively tested for scalability and robustness.

The HumanEdj Web user interface is HTML/JavaScript/CSS with interactive pages that make sophisticated usage of AJAX.

HumanEdj Plans/templates are stored in both XML and JSON form using the open source Apache CouchDb.

Plans/templates can be viewed, printed and exported in many different ways including tabular formats (compatible with office applications such as Excel or Word) and as hyperlinked GANTT charts.

TESTIMONIALS

In its BPM Cool Vendors 2012 report, Gartner Inc. said that “design-by-doing” exemplifies the trend towards social BPM, noting that the ability to “do, then plan” — that is, to alter plans quickly and easily as time progresses and the overall goal evolves, and then reuse plans as new templates — will be useful to teams that need to collaborate on the fly, and then learn from their successes and failures.

Gartner, Inc., "Cool Vendors in Business Process Management, 2012", Michele Cantara, Jim Sinur, Teresa Jones, Janelle B. Hill, Simon F Jacobson, 23 April 2012, www.gartner.com/id=1992916.

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HumanEdj has a very powerful and flexible representation of goals, tasks, and tracking of such. It is very much the prototype of what I would like to see in all systems.

Chair, Workflow Management Coalition Technical Committee, 2011

The NHS Institute for Innovation and Improvement deployed HumanEdj with a site license in order to understand and improve collaborative, adaptive, cross-boundary work. Use of HumanEdj has enabled non-technical business users to transform processes previously modelled as complex, static flowcharts into simple, dynamic Plans.

Chief Knowledge and Information Officer, NHS Institute for Innovation and Improvement, 2010

The first fundamental advance in personal productivity since the arrival of the spreadsheet.

Information Age, 2007

FURTHER INFORMATION

Videos, tutorials, presentations, case studies, FAQ, feature list, and other supporting materials for HIM, HumanEdj and the associated change management methodology **Goal-Oriented Organization Design (GOOD)** are available at www.rolemodellers.com.