CIO 24/7 PODCAST – ENTERPRISE COLLABORATION

VIDEO TRANSCRIPT

CHRIS CRAWFORD: Different interfaces are better for different types of discussion is something you can't ignore.

JASON WARNKE: Hi, this is Jason Warnke.

CHRIS CRAWFORD: And Chris Crawford.

JASON WARNKE: And, today, we are in our brand-new podcast studio here in Chicago. We're going to have a number of these, but this is the first we've commissioned. And, Chris, you're at – at your fingertips, you have the new mixer unit, which is called the Road – is that how you say it?

CHRIS CRAWFORD: I have no idea.

JASON WARNKE: Roadcaster Pro? So, Chris will play with some of the touch pad things that give you all kinds of cool –

CHRIS CRAWFORD: We'll try not to overdo it. Oops, that one loops.

JASON WARNE: It does loop. But we're here today to talk about one of our favorite subjects and then we'll interweave the fun podcasting stuff into the dialogue.

We're going to talk about trends in one of our favorite subjects, Chris, which is collaboration, enterprise collaboration. And so, really meant to just be us jibber jabbering about things that are happening in this space because you and I talk about this quite a bit, but what we found is lots of folks have interest in this space and like to hear what we're thinking about, what - like to hear what we're doing and there's plenty of stuff going on. So let's –

CHRIS CRAWFORD: There is. I mean there's – I think it's interesting. It's always a fascinating space just because, at this point, it's becoming a little more mature. We've had a lot of these capabilities in there for, I don't know, six, seven years now. I'm trying to remember when Microsoft bought Yammer. But that was really the start of it and we've seen some things really start to take off, some things become more mature like Yammer or Stream internally. Seen other things kind of fade out, you know, like Chatter never really became an enterprise social collaboration platform for us. And I think the jury might

be starting to come in on some of the Facebook in the
enterprise stuff, but we'd probably leave that alone.

JASON WARNKE: We're going to start out to that end.
We're going to start out on a pretty interesting topic,
which is the whole, you know, standard enterprise platform,
which is, you know, hardened and secure and passed through
every rigorous review that you can possibly do, versus the
concept of bring your own app. And I think the best example
of this in the enterprise, our enterprise and many other
large enterprises is probably Slack.
Since the last time we've spoken, Slack has really
taken the business world by storm. And I would say coming
out of the Silicon Valley startups where a tool like Slack,
if not Slack itself, really was or still is in many cases,
the way that those people collaborate on programs. And it's
sort of as we've done acquisitions and as new people have
joined our company, where they have come from places where
they use Slack, it has really taken the enterprise by
storm.

So what you've been really closely involved in what
we're doing with Slack here at Accenture. I know you've got
a lot of –

CHRIS CRAWFORD: And people are passionate. I mean the
end users are passionate about Slack and about the ability
to – the belief that, well, no, only Slack can solve this.
And what's interesting lately is the AV stack within Slack
is not that bad. And so, people are saying, hmm, you know

what, I even like the audio video conferencing that I'm
getting in Slack as well. Mac users especially, generally
unhappy with the Skype AV stack. You know, Teams, I think
really brings that along by switching over to the consumer
Skype stack.
But right now, Slack is there and it is really focused
on that small team effort. The one thing I also hear is
it's not that great once you get more than 10, 20, 30
people in a group that the mass chat channels in that are
generally trash. I think that's just a – I just think that
that's – I'm probably interjecting too many concepts here.
I just give you about three to riff on, but that's one
where I think we want to converge a lot of these tools into

a single platform. But the fact that different interfaces
are better for different types of discussion is something
you can't ignore.

JASON WARNKE: Right. And the – I guess, you just
mentioned it there a little bit. The platform that we've
chosen here at Accenture because we are by most measures on
the productivity stack anyway, are really a Microsoft based
shop. And the promise that we have bought into and are
realizing is that Teams really as you said, brings it all
together. It becomes sort of the, you know, the thing
connecting all the fabric of Microsoft 365 and bringing
that all to the users. And so, you know, that disjointed
process where you might be using it, another third party
collaboration tool like Slack or something else out there,

you do have every point that you're using another one of
those productivity tools, whether it's Word or it doesn't
matter what part of that stack. You do have that, you know,
you're breaking up the flow and you do have integrations
that require, you know, all kinds of reviews. Again, going
back to the fun that we have with our legal, data privacy
and security groups in all the right reasons, making sure

that we have safe, secure data privacy and all of that. It
is for the user a disjointed experience when that stuff
isn't connected to the fabric. So that's one of the reasons
that we really have leaned into Teams. And one of the
reasons that we say, you know, Slack is something that our
people are using. We know they're using with their project
teams and if their client team is using Slack, that is
absolutely a time when it makes sense for them to use that.
Otherwise, we, you know, really advocate for the use of
Microsoft Teams as that standard.
CHRIS CRAWFORD: Yeah, I mean that's something that,
you know, I need to calibrate my percentages better with on
what percentage of people really have the time and energy
to go out and select or build their own productivity stack
versus what percent just, you know, just tell me what to
use and make sure that everybody's on it, so that I can
connect with them and contact and not have to worry about,
oh, this guy's on that platform, that guy's on this one, go
and finding people. So I don't know. I think that

the DIY
or the build your own stack people, they're very vocal and
they're very influential.

JASON WARNKE: Right.
CHRIS CRAWFORD: But I think they're in the minority.
JASON WARNKE: They definitely are. When I was out on,
you know, project teams, the last thing you had time to
worry about and think about is the platform that you were
going to use to connect with folks or the productivity
stack you were going to use. You just wanted everything but
that to be consuming your time. So, you know, you come to a
project team and you just look left and right and say, what
are we using? And the more, you know, you get used to a
stack, you move to the next one and you say, that's what
we're going to use again. And that's why, you know, you and
I spend a lot of time talking about it and engaging our
teams and evolving our platforms, but we really want the
end users to not have to think about that for a
millisecond. We want it to be a safe, secure platform that
they're using, that does what they need to use and it's
seamless as possible. So that as they go from project to
project, they aren't thinking about it. They're, you know,
putting their faith in the platform and, you know, we're

ensuring that it meets all of the various quality and
resiliency sort of needs of that platform.
CHRIS CRAWFORD: Well, and that they can connect with

everybody on their assignment, the client team members, if
there are other groups there as well and that's, you know,
I know that that's something that we still have to overcome
a little bit.
JASON WARNKE: Chris, you used to talk about the
stages of collaboration, at least here at Accenture, where
you talked about the crawl, walk, run. And the phase that I
think we are in right now and I don't have the slides in
front of me, but we talked about the last big thing was
integral. It was integral to the process that you ran and
sort of we're embarking or maybe we're in that next era,
the next phase of collaboration and how would you
characterize that?
CHRIS CRAWFORD: That's a great one. You caught me
cold here. I'm going to have to think about this just for a
second. So, yeah, the crawl was, hey, we just have the
tool, build it and they will come and everybody will figure
out how to use it. And then we said walk was, well, it's

around specific business functions, whether, even if it's
as broad as ideation or even like around instant response
and so, that marked our second phase of the work. And then
the integral phase, where it's just like, hey, this is just
something as part of the daily fabric of what we do.
Enterprise Social, I'm not sure. You know, I'm not sure if
Enterprise Social ever got there. I do see the tools being
used really strongly in that second category. You know, I
think that Enterprise Social now is it is integral to

the
way we communicate with our employees and the way they
react whenever you have a big article or something big is
happening within the company. We know that they'll be a lot
of – people want to talk about it. People want to discuss
that.
And in that respect, it is a bit integral to the way
we communicate with our employees or reach out for help.
You know, and so, I'm happy with the way it is there and I
think that our spending kind of reflects that. That we've
been reducing some of that. Where else are you thinking
with this one?

JASON WARNKE: Well, I think you and I take these
terms for granted and you made a distinction there that I
want to make sure that our listeners fully understand. So
the difference between Enterprise Social and Collaboration.
So describe that?
CHRIS CRAWFORD: That's a great point. Yeah, and so,
yeah, I'm thinking of Enterprise Social to me is much more
of that, you know, this is just how I am reacting to the
world around me, how I'm keeping other people informed
casually of what I'm working on or how I'm reaching out to
a different group or community, with similar interests.
Collaboration to me is, again, in all encompassing terms,
but I guess personally when I think of it, it's hard
without a picture in front of me or something to draw, is
more of that team that's working together to achieve some
sort of defined outcome. And I think with Enterprise
Collaboration, for years that was – honestly, it

was
dominated by email.

JASON WARNKE: Right.

CHRIS CRAWFORD: And now, with the rise of these team
collaboration tools like Slack, like Teams, that is not

just that one-on-one communication or just the group
communication, the conference calls of the past. These are
the ways the teams – you know, the first thing that I see
new, you know, younger team members do is email is not
always open. They're not always distracted by that. Teams
is open all the time. That is where they are working.
That's how they're keeping connected and that's why that
has become integral. And I think that it is those – it's, I
guess, it's the integration. It's the tie-ins to the
products that they're using. They know when a build has
completed or something has been promoted or when a release
is complete and they can react to that in context is
something that we've always strived for.

JASON WARNKE: Right. So then going back to Enterprise
Social, that has been around at Accenture, as you said,
with Yammer and Stream for quite some time. Is that as
people would say, is that the whole Enterprise Social which
we often refer to as sort of the water cooler, the digital
water cooler, is that played out? Is that still – does it
still have a place?

CHRIS CRAWFORD: Yeah, somewhere in that trough of –
it's coming out of that trough of disillusionment and now

it's just an accepted part of what we do and it's there.
You know, it didn't – I don't think it's going anywhere.
It's not – it is not meeting that team need. Teams, that's
not where teams come together to work, but that's fine.
It's where the organization comes to work.
When I'm on PTO, I'm not keeping up with the Stream
very much. I come back and maybe I'll check to see if I had
any direct messages or at mentions there and try to address
those. But the Stream is something I dip into and that's
something we expect people to do that. I am still
encouraged to see so many people using it just for, you
know, to give a shout out or to talk about a personal
passion or to share an experience and things like that and
I think it'll always have a place for that.

JASON WARNKE: Right. For some enterprises that we
talked to, they're just starting that journey of turning on
something like Yammer in their organization. And I think,
you know, as you said, we've gotten to a point where it's
an accepted practice. People know when to turn to it, as

you said to test the pulse of what's going on, but I do
think people are spending more of their day, if you think
about that way, when we first launched Stream and Yammer.
There was, I would say, a desire to turn that into and
that's why we created Circles, turned into a group team,
you know, focused on –

CHRIS CRAWFORD: We had two teams that did that, but
very few. It just wasn't – it was okay for that.

JASON WARNKE: Yeah, and that's why I think Teams, you

know, is picking up so much steam in the enterprise because
that really has had – we haven't really had –
CHRIS CRAWFORD: That persistent.
JASON WARNKE: That persistent chat.
CHRIS CRAWFORD: Yeah.
JASON WARNKE: Integrated experience where they can
bring, as you said, their, you know, their recent build
notifications, their DevOps, you know, tooling and things
right into the team, that integrated experience, I think is
what people are going after.
So one of the things that we've always talked about
and are excited about, I think we're right on the precipice

of having this is true borderless collaboration. So it's
one thing if inside of the enterprise, the teams can easily
collaborate, but then when they bring in extra little
parties, which, you know, with our clients and with our
partner ecosystem, you're always doing that. The promise of having everyone converge together, I
think we're finally at the point where things like
Microsoft Teams and Slack and other tools like that truly
make borderless collaboration possible.
CHRIS CRAWFORD: Let's hope, right. I mean it's –
collaboration is usually the mongoose to the snake of
InfoSec. I guess if I can make that analogy. I mean we are
– you know, InfoSec very interested in keeping everything
locked down, as they have to, keeping things secure. I'm
not knocking anybody's capability here, but really whereas,
collaboration is, okay, how do disparate people come
together to share ideas and information and InfoSec trying

to keep us from doing that. So getting to a happy medium
with that, I think is something that's going to be an
ongoing battle.

JASON WARNKE: Right. So we talked a little bit about
the past of enterprise social and collaboration. We're
talking about the current with the Microsoft Teams and
Slack and things. Let's talk a little bit about the future.
I'd offer two things that maybe are a year, a couple years
off, we're playing with them I'd say is the best way to
characterize them now. But the whole concept of using the
power of an office graph to bring you content and experts
right in the flow of work. And then other one that's kind
of fun is social VR. Is that really going to take off? Is
that going to be something that we're going to – in the
enterprise, are we going to be in virtual headsets of some
sort, XR headsets to collaborate with our team?
So let's first start with in all of social, we have the KnowledgeCraft.
CHRIS CRAWFORD: KnowledgeCraft, I think is a very
interesting topic just because, you know, as we finish up
what we've done in search over the past three or four
years, I think we've taken Semantic search, you know,
statistical based search about as far as it can go. I think
we're doing an awesome job there, but our people still let

us know that's great that you think that Chris, it's still
not good enough. And as we look at what could

be next, it
is more of that knowledge-base, organized knowledge,
curated knowledge, how do we show that? You know, for
example, I mean if you go – once you start looking at these
things, the patterns become a lot more obvious. I mean
everybody's always comparing, you know, to Google and the
Bing. If you go and you search for a country name in
Google, you know you're going to get news about that
country. You're going to get the Wikipedia article about
that country. You know you're going to get the main tourism
site, the state sponsored tourism site for that country and
a couple other things. But if you look, it's a very patterned driven thing. It's certainly not some sort of
statistical, this is what people click on the most. It's
like it's more of, you know, this is what people expect.
And so, that's what we're starting to talk about for
certain common key words. Okay, if somebody searches for a
client name, what do you expect to see? You expect to see the CAL. You expect to see the work
or the projects we've done there. You expect to see

deliverables, whatever. But you could go all up and down
the graph for that whether you're searching for a person or
for a concept. There'll still be room for that that just,
you know, word-based search, when you're searching for
various obscure topics and that's exactly the way Google
handles it. But we think that if we start to catalog the
knowledge and start to work with the enterprise data

architects to figure out, hey, what do we really know about
this, what can we share about this, what do people expect
to see when they do this, rather than just giving them, you
know, a list of documents or whatever, where these things
show up, we can start to link more easily, more intuitively
the different parts of the graph that link clients to
projects, to people on that project, to technologies used
there, to best practices, to reusable deliverables.
JASON WARNKE: Yeah, I'm excited about the graph and
there's some early things that the team is using the graph
for to find documents and experts and things like that. So
it's one to watch. And then I guess we'll close with one of
my favorite topics right now is, you know, collab going

virtual. Whether we're talking augmented reality or full
virtual reality.
CHRIS CRAWFORD: Right.
JASON WARNKE: Do we think in the enterprise, now, we
always have to say, you know, in the enterprise, the
knowledge worker enterprise, not the manufacturing plant or
not the oil fields or these sorts of things, but in the
field that you and I spend our time in, is there a space
for VR, AR, for collaboration?
CHRIS CRAWFORD: Yeah, that's what I'm always – the
AR, you know, I've always said is we don't have a reality
to augment. And our entire work is virtual. I'm sitting
across the table from you right now, but that happens a
couple times a year, right. And it's great when it happens.
And so, whether AR could help augment or

some VR could
augment that more virtual reality, you know, I don't know
whether it's better. We're all big fans of video collaborations because you can get so much – you can get
the nods, you get the glimmer of recognition, you get the,
no, don't go there look that, you know, I don't know if
you're going to lose some of that in like a VR world. Or

conversely, is it going to make it feel like, well, you
know what, I put all that stuff behind me and now I feel
like I'm in the same place as this person. You know, like
anything new in gee whiz, I'm always a little bit skeptical
at first, but then people who actually put it to use often
surprise me. So I'm not going to pretend to have the
answers. Where's your head?
JASON WARNKE: Yeah, I'm in a similar space, having
used it with you and a few others. The Oculus Go and going
into a virtual space where we were, you know, playing board
games or watching a video together. I think we both had
that same realization like, hmm, I was a little skeptical
until I sort of jumped into this experience and then I
could actually see – and then I did another one with our
colleague from India and it felt like we were in that same
physical space, you know, doing something together. In this
case, we were watching a video together.
I do think there is going to be a series of use cases
that really make this pretty unique and pretty interesting
and value-added for the enterprise. And I just think we're

right on the edge of that becoming main stream. When I say

that, I mean in the next year or two and, of course, we'll
try it first and we'll help our clients with it. But I do
think there is something here. It's not something to be
looked after as well.
CHRIS CRAWFORD: Yeah, I can't quite imagine a board
meeting with everybody with Oculus Go on their head, but
you know, who knows.
JASON WARNKE: Well, Apple is supposed to – well, the
rumor on the street is Apple by the end of the year will
announce something, some sort of headset. So it'll be
interesting to see.
CHRIS CRAWFORD: iPods.
JASON WARNKE: Yeah, exactly, there you go. So anyway.
This was a good chat as always. Lots of stuff happening in
this space. As we said, there's a whole bunch that folks
can do with enterprise tools that are out today, lots of
new stuff gets put into the marketplace all the time and as
we said, there are few really interesting futuristic topics
that will make sure that this topic continues to get focus
and meets the needs of its users.
So thanks, Chris.

CHRIS CRAWFORD: Thank you, Jason.
JASON WARNKE: Yeah, and to our studio audience that's
watching us on this virtual Roadcaster Pro. Here we go.
Thanks again, take care.
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