

Our work delivers **Waykm** (**pronounced wake'em**), which goes beyond offering a compelling facility for the daily work and interaction. It creates a natural process for application of knowledge and harnesses IT to induce a culture for success among busy administrators in the near term. The process is independent of the individual, situation, end result, etc. It protects companies from self-interest, ego, facades, hubris, delusion and division that typify knowledge application by personnel.

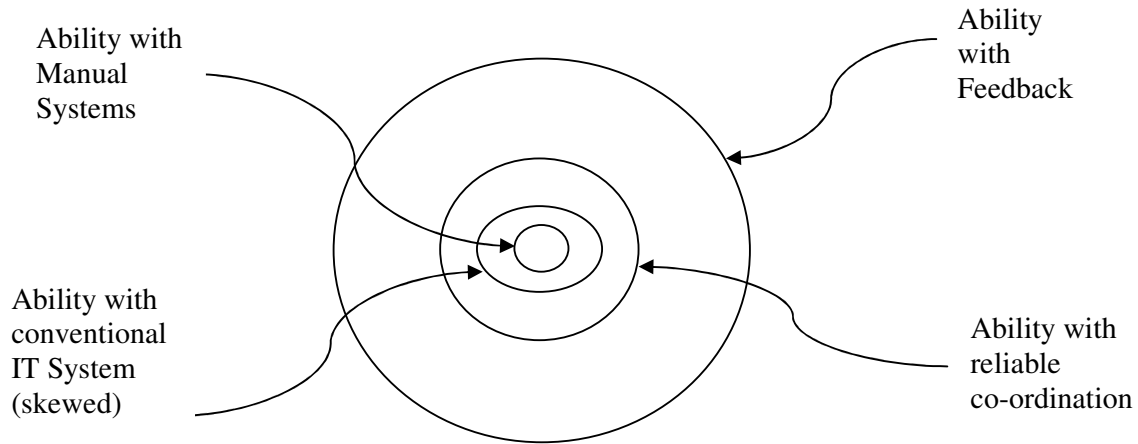
We have introduced our work in a 101 format to explain our perspective.

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Intelligent Energy For Better Application Of Knowledge

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◀ **The Breakthrough:** IT unerringly guides astronauts on space missions but on earth it needs to be guided by busy administrators for better knowledge application. Companies today are vainly struggling to leverage last century's learning that feedback in context and sharing progress the ability of a collective to pursue excellence:



Notes:

1. Operation of Conventional IT Systems is skewed because of uneven adoption.
2. Reliable co-ordination requires consistent operation of a clockwork mechanism.
3. Effective Feedback requires reliable co-ordination with Free Flow of Knowledge.

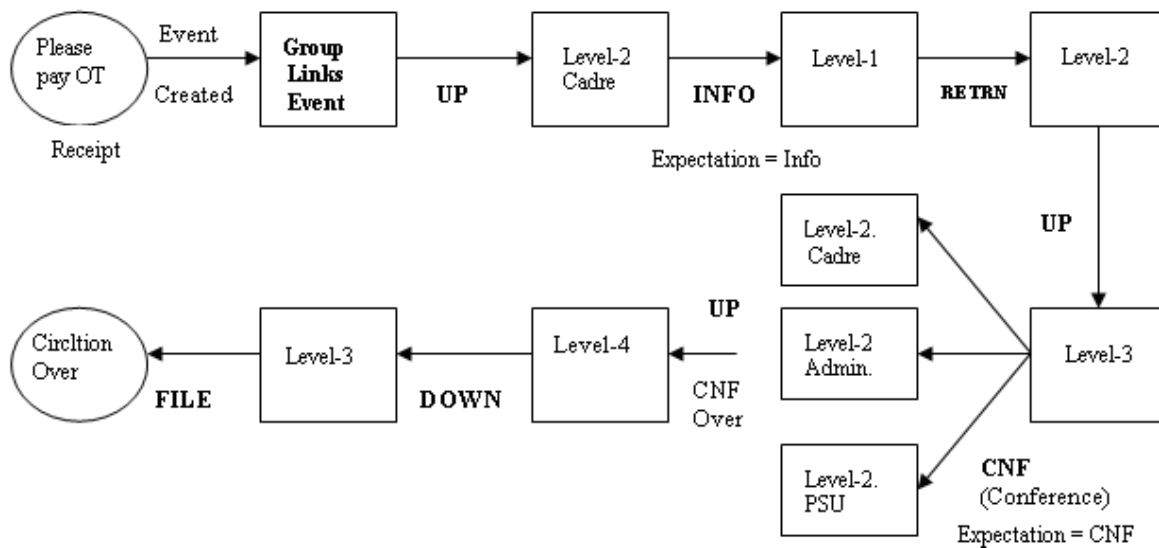
IT believes a one-size-fit-all process to organize knowledge flow for the purpose is impossible, and is focused on evolving tools to raise productivity of collaboration. It requires administrators to understand collaboration and consistently adopt collaboration tools for voluntarily sharing knowledge. It demands a culture for observance of procedures and subjugation of self-interest regardless of exigencies. Power equations and workplace demands inhibit the culture. Further, human nature is subject to self-interest, ego, facades, hubris, delusion and division. Personnel tend to see what they wish to see instead of reality. Judgments, execution, innovation, etc., suffer. Large administrations have little hope of transforming themselves for excellence.

Based on the evolution of teamwork we have developed and proven in prototypes the all-sizes-fit-one process integrated with a universal structure to conduct all knowledge flows. It anchors a compelling system for the daily work and interaction, viz., business communication. Dialogue, the most effective form of collaboration, is a by-product. The system induces a culture for better knowledge work, thinking and action to raise team ability.

◀ **The Core Of Administration:** Unstructured Business Processes (UBP) like strategy formulation, problem definition and solving, mentoring, exception processing, progressing

innovations, etc., and their composites determine collective ability. They deal with multiple processes, personnel, groups, etc. As illustrated by the following diagram, personnel discretion in the choice of repeatable interactions and the composite nature of UBP makes their conduct unpredictable. Greater collective ability requires order and work discipline in the conduct of UBP, particularly in an environment of chaos and heavy work volumes where the administrators are distributed in time and space, and anxiety is easily stirred.

A conservative 6:1 ratio between unstructured and structured information (estimated at 9:1 by Tucker of Delphi Group in 1999) indicates administrators engage with UBP interactions at least six times as often as the transactions of Structured Business Processes (SBP). Systems in Inventory, Sales, Accounts, etc., create typical SBP transactions. At their core are people to database transactions. Their next process step is predictable. Exceptions in SBP are dealt by UBP interactions. Rigorous studies have established that even the best SBP initiatives (like ERP) fall well short of potential without UBP to organize people.



Schematic Diagram of collaboration workflow on a typical event illustrating repeatable Actions. Note: The hierarchy is for illustration only. It may be reduced as needed

◀ **The System - Waykm:** It adds to the intranet infrastructure. It conducts all the people to people interactions for exchange of information/knowledge on business events. Its service for the daily business interactions is parallel to what email delivers for personal interactions. The next step in a knowledge exchange process is unpredictable yet *Waykm* applies the processing power of IT to Unstructured Business Processes (UBP) for driving coordination in real time and feedback in the virtual space. **Waykm** is for UBP what ERP is for Structured Business Processes.

◀ **The Business Model For Waykm's Service:** **Waykm** anticipates and drives all work and interaction of the User. Its omnipresence in conjunction with effortless working, reliability, lowering of anxiety and increase of family time make it a compelling means for the daily business communication. All communication is systematically captured and converted to a discussion string in context in the corporate database. Constructive dialogue follows as a by-product with far greater accessibility, and maybe engaged with anywhere, anytime, including offline. Per the philosophy of Learning Organizations, the process of dialogue advances thinking with protection from self-interest, ego, facades, hubris, delusion and division that typify knowledge application by individuals. The **Waykm** way of interacting replaces email for communication within the extended enterprise. Regular use of **Waykm** for communication induces a culture for superior knowledge application.

The primary intelligence of **Waykm** conducts the spontaneous interactions of administrators to deliver effortless coordination. The intelligence systematically captures opinions expressed, communicates them to the next in-line person/s, and updates them to the database as dialogue. The secondary intelligence of **Waykm** postulates universal relationships between organization structure, knowledge work and action. All intelligence is incorporated in a smart interface driven by norms and supported by Knowledge maps.

◀ **Waykm In Relation To The Tools Of IT:** The smart interface of **Waykm** leverages conventional IT tools that aid interactions, support content creation and dissemination, and knowledge sharing like Sametime and Presence software. These products are powerful tools for discussion and simple collaboration and not systems for effective collaboration, viz., constructive dialogue. The work discipline they require for systematic capture of exchange is rare. It renders their adoption suspect. Besides, simple collaboration does not overcome narrow self-interest. Discussion is driven by volition and is subject to the ego whereas dialogue acknowledges the primacy of goals and develops opinion. Consequently, the tools by themselves are inadequate for driving effective application of knowledge.

Waykm's intelligence organizes all knowledge events, anticipates the next action, executes the action, assists follow up, and operates a mechanism to channel and categorize any communication that takes place. It's simple, intuitive, on-hand, effortless, efficient and anxiety mitigating process for all knowledge events saves time and energy to become compelling for the daily work and interaction. It converts the communication to systematic dialogue in the corporate servers reliably, viz., the system drives the sharing of knowledge.

◀ **Inadequacy Of Conventional IT For Dialogue:** The collaborative tools of IT are designed for discussion, which is ego dominated as compared to dialogue. Further, IT cannot manage seamless and focused collaboration across processes amidst the daily chaos. This ability demands 24x7 means on each event for channeling of knowledge exchange, context, expectations, coordination, classification, flexibility, security, archiving, and offline operation as work load and volumes rise. The means must offer anticipation for ease, the security of a workflow structure, self-coding for the content and context organization of document management, the free and open exchange of blogs, the drill down of a dashboard and the offline ability of email. A science to anticipate the next interaction, define relationships between knowledge work, practices, interactions, security and the organization structure, and provide painless connectivity between the various personnel interfaces is needed to make the means possible. Conventional IT ignores this domain with its belief that a one-size-fit-all knowledge process is inconceivable, and uses business intelligence to throw up relationships. *It embraces the conventional wisdom that personnel discretion over the conduct and composition of knowledge flows makes process definition impossible – availability of seamless tools is the best that IT can provide.*

◀ **Why Waykm delivers superior Dialogue in relation to paper systems:**

- **Reduction of anxiety:** Follows from prompt overviews and reviews without imposing on time of team members, with alerts to warn against procedural oversights;
- **Better resource management:** Systematic recording identifies experts for access;
- **Control of chaos:** Selective access irrespective of work load assists focus;
- **Assured adoption:** The intelligence for anticipating the next knowledge process step and offering the needed tools makes work natural, reliable and discipline free;
- **Opinion formation:** IT tools offer same-time discussion and search on each event;
- **Evolution of judgments:** The opinion free flow vanquishes rigidities and islands;
- **Merging of self-interest with teamwork:** Personnel get a compelling means for all work. The system-driven knowledge sharing is accepted as a professional need;
- **Leveraging experience:** Links to precedence are captured for swift access;
- **Superior preparation:** Virtual interaction promotes productive physical meetings;
- **Effective communities:** People with common interests and professional overlap are identified by the structure. It facilitates the floating of ideas; and
- **Greater flexibility:** It is easy to effect structural change in the virtual space.

◀ **Relationship Between Waykm And Email:** Waykm replaces email only for business communication across the extended enterprise. Email serves the exclusive function of personal communication between unrelated spaces and organizations. Waykm has the intelligence to selectively harvest emails and categorize them for action by a team or group.

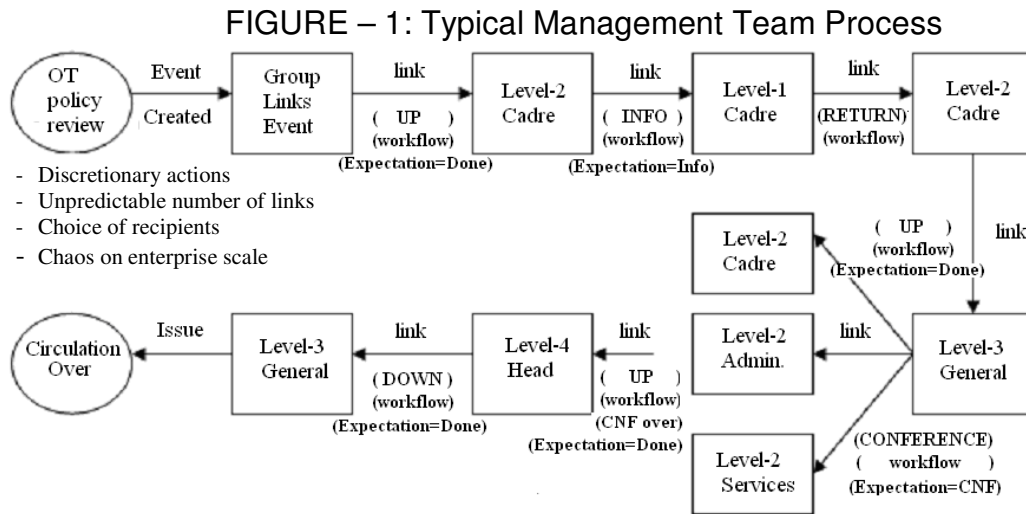
◀ **Waykm Software Platform:** Waykm does not create technology but is a universal process for assembly of interactions to progress business events from a smart User interface. The software remains unchanged across departments, locations and companies. Only contents of the system Knowledge maps undergo a change. The interface offers all popular content development and presence tools in context in their environment. Its norms drive smart replication for data synchronization across servers and user interfaces. The smart interface can be implemented on all platforms that support replication technology and stand alone operation.

◀ **Waykm and Project Management:** Project flows are a special and simple case of ad-hoc coordination among personnel. Waykm easily delivers it. It adds value by enabling exception management whenever desired. The Project flow is suspended by Waykm till the exception is settled by the Project group or work team associated with each project member. Waykm is invaluable for a consensus on exceptions.

◀ **The Source Of Waykm's Intelligence:**

1. The primary intelligence is incorporated in a smart interface that operates a process to anticipate and perform the next action on each business event. This assembly of action also assembles any opinion expressed as per the Knowledge Mechanism. The expectation associated with an action is used to follow up on the action taken.
2. Knowledge maps encapsulate Waykm's secondary intelligence. They incorporate relationships between the enterprise structure and content of business events. The maps enable codification of the event and its explicit knowledge as well as categorization of any opinion expressed on the content.
3. The interface organizes all business events by categories per the knowledge maps, and provides established tools in their environment for management of content and discussion thereon.
4. Accountability for either action or opinion initiates the flow of knowledge.
5. Waykm treats the infinity of knowledge processes as an assembly of a finite set of actions. As shown by Figure-1 the repeatable actions convert any knowledge process into a workflow. The methodology can assemble any unpredictable knowledge flow.

6. The following Figure-1 illustrates the all-sizes-fit-one process:



Note 1: The links demonstrate that a typical management team process is unpredictable.

Note 2: The assembly of repeatable actions shown in brackets creates coordination one step at a time to establish a pipeline for the flow of knowledge irrespective of the chaos. Norms of teamwork determine the next action.

Illustrative repeatable actions: UP=Give Direction, DOWN=Transfer Accountability, INFO=Give Information, CNF=Conference, RETURN=Return to sender. An action may have an expectation for tracking. UP & DOWN create expectation=Done.

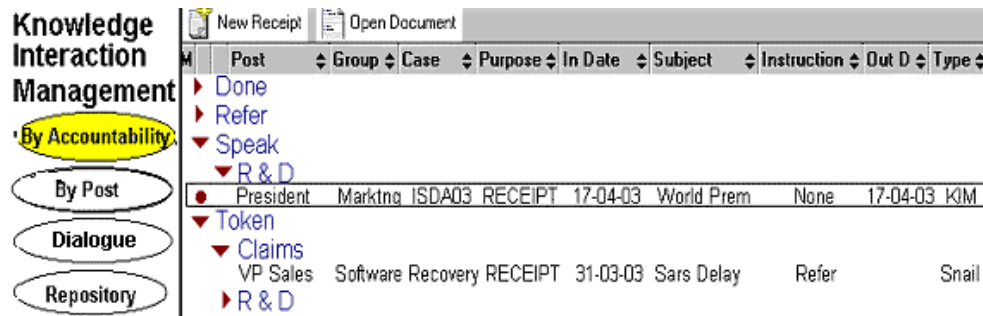
Note 3: The group consists of free members united by common goals or is task force based. It is attached to a hierarchy that may be reduced as needed.

7. The basic premises for assembling and conducting the interactions are:

- a) The Group is the smallest work unit, usually defined as a taskforce. The Group itself reports to a hierarchy where the number of levels is discretionary.
- b) Each event has an owner Group though cross Group interactions are possible.
- c) An organization exists by charter. The charter defines the business functions or Pursuits of each Group and the Reasons for which each does work within a Pursuit.
- d) An organization's profile and structure, spread over Locations, Divisions and Groups, are related and can be defined in a flexible way. Relationship maps may be developed and extended to define meta-data for capturing events.
- e) The event meta-data captures the event definition with a default security. The event's unstructured content may be captured as a link in its platform.
- f) While knowledge flows are unpredictable, norms decided by the evolution of teamwork as reflected by the colonial administration systems establish the next action team members can take on events.
- g) Just about fifteen repeatable actions assemble all circulation of events. Their norms may be expressed in terms of the meta-data that defines the events.

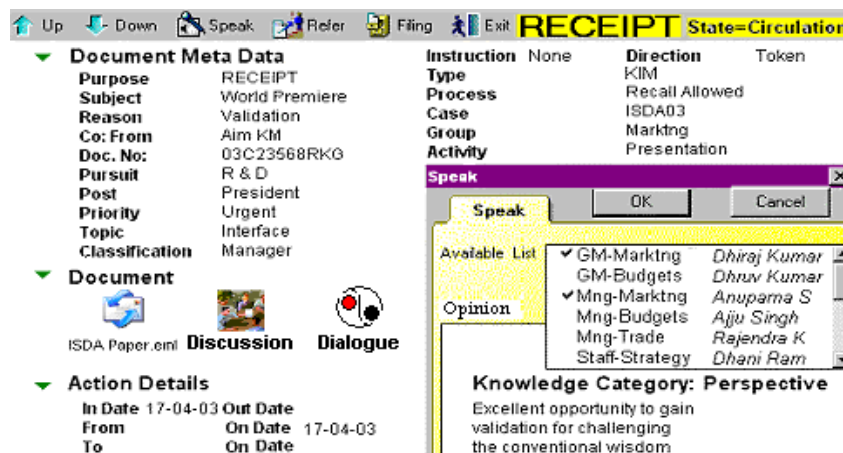
8. Data storage by Groups, linked to the organization structure, enables precise security.
9. Natural categories developed from the event meta-data and actions convert the interface into a smart dashboard for swift focus.
10. Personnel are accountable for the events they receive and are responsible for the events they have forwarded for action. Each action generates an expectation that may be used to follow up on the action. Accountability, unsatisfied expectations, undesirable action sequences, the event status, and the need to know the emerging thinking on an event contribute to anxiety. A precise response to anxiety enables its mitigation.
11. The opinion is communication for the recipient but its systematic capture in the company database builds up dialogue. Dialogue fosters natural feedback as well as sharing for trust.
12. The Figures 2, 3, & 4 illustrate the main screens of Waykm and their relationships.

FIGURE – 2: Smart interface Defined For Each Person



The categorization follows from event capture and Action taken. A person can hold multiple posts. An event space for the workflow of collaboration, shown in Figure-3, is defined for each event in the interface. The interface gives the message on sight for drill down.

FIGURE – 3: Event Workspace



Exists for each event in the smart interface of Figure-2. The applicable Action buttons are shown. The Action selected controls single or multiple selection of personnel who qualify. The screenshot shows Speak Action selected. On OK, the 'Speak' expectation is captured for interface classification (Figure-2) and opinion recorded both in the target interface and linked dialogue repository shown in Figure-4. Events are updated to the events repository (not shown), similar to the dialogue repository, on end of circulation.

FIGURE – 4: Dialogue Repository For Each Event

	Subject	Prep On	Doc. No.	Post	Group	Prep_by	Activity	Topic
▼	Group = Marking							
▼	Pursuit = R & D							
▼	Case = ISDA03							
▼	Reason = Validation							
	World Premiere	17-04-2003	03C23568RKG	President	Marketing	Raj Kumar	Presentation	Interface
▼	17-04-2003 10:30:23, Post: President, Strategy: The opportunity is at Global level ...							
▼	17-04-2003 12:15:30, Post:GM-Pub., Fact: The Budget shall be over extend...							
	17-04-2003 14:00:42, Post:Manager-Trade, Tactic: If need be we may combine with ...							
	17-04-2003 16:30:33, Post:President, Perspective: Excellent opportunity to gain valid...							
▶	Group = Development							
▶	Pursuit = R & D							

Linked to the workspace shown in Figure-3. Opinions are categorized and updated to the repository. The string reflects evolution of opinion within and across communities. It is like a blog entry on an event with feedback that is fully categorized and available in the User's secure workspace. It converts communication into 24x7 accessible sustained dialogue in context, i.e., perpetual collaboration, that can be searched.

13. The event and dialogue repositories develop as by-products. They can be independently searched for sense making, e.g., subject experts, processing bottlenecks, patterns, etc.
14. Replication technology, driven by the norms, synchronizes the interface with the corporate database for inter-location and offline operations and any breaks in connectivity.

◀ **The Value Delivered By Waykm:** The compelling communication system established has strong potential to deliver **any** enterprise in the near term:

- An everyday process for knowledge application that satisfies self-interest;
- Effective practice of the disciplines essential for good judgments;
- Surfacing of available intelligence and a means for executive action thereon;
- Initiation of reforms from within by the personnel themselves for effective, sensitive and competent administration;
- Superior 'Ease Of doing Business' within months;
- Far greater commitment and participation from personnel;
- Infrastructure for implementing good corporate governance;
- A reliable means for the leadership to form and influence the collective; and
- A reliable means to induce a culture for the pursuit of excellence.

◀ **Comparison Of The Waykm Business Communication Paradigm**

The following table, developed from actual results of department scale prototypes, verifies that the new Business Communication paradigm of Waykm overcomes the internal barriers for enterprise growth to induce a culture for excellence.

Feature	Old Business Communication Paradigm	The Waykm Business Communication Paradigm
Collaboration	Administrators responsible. Any knowledge sharing is acceptable as collaboration. No standards defined.	System conducts collaboration to deliver focused free flow of knowledge across boundaries anywhere/anytime/offline. Each event monitored and followed up.
Work entry point, Training, Adoption and Culture	An IT Culture is pre-requisite for success. No entry point defined. Requires advanced IT training. Incentives needed for adoption and knowledge sharing. Culture that breeds mistakes likely.	Only Dialogue skills needed. The smart interface is a natural work entry point. The marvelous work experience for the daily communication assures adoption* and induces a culture for shared meaning and intellectual enquiry. It fosters success.
Work assistance	Users must face spam, self-organize coding, security, check-in/out, the interface etc., synchronize Knowledge Maps and manage consensus.	No spam. Agents transfer select emails to the interface. It manages all knowledge work and maps to release administrator's time and energy. It helps evolve thinking, direct purpose and shape values.
Team Capability and Collective Thinking, viz., means to evolve team performance	Better team thinking and learning not really attempted. Offers higher personal productivity with a voluntary knowledge repository for better information.	The effective coordination, organization and knowledge repository can improve capability over 30%. The shared meaning and introspection enabled by the dialogue in context further raises trust and quality.
Ensure brains not left at front door	No process for application of knowledge. Depends on training and rewards to apply brains.	Effective collaboration process built into the daily interaction. Assures evolution of opinions. Administrators enjoy their brains
Quality of thinking, viz., reliability of energy source, organization, and direction of effort	Relies on personnel initiative for organization, contribution, and sharing. Hence unreliable. Builds anxiety. Direction of effort is quite out of control. No feedback control system.	Norms aid IT drive coordination, track expectations and channel interaction. Known oversights are prevented. The effortless organization and sharing engages the passion for excellence. Transparency aids autonomy. The top can give direction.
Time Management	Approximately 60% taken up in administrative work.	10% shall be enough for administrative work. Rest available for knowledge work.
Source of the driving force for knowledge work	Competition & Incentive	Engagement of natural passion for Truth (homing in on reality) & Beauty (harmony with wisdom) leads to self-application.
Support for innovation	No structure for x-department interaction. Incentives harness anxiety and desire, which are unreliable negative energies.	Organizes x-department interaction and ad-hoc task forces. Effortlessly processes Creative Destruction of conclusions – a consistent positive energy for innovation.
Response to change	Only support is information speed.	Dialogue with decentralization emerges reality. Structural agility speeds response.
* Parallel to resolution of all human problems for occupying higher floors by a lift		

◀ **The Power Of Dialogue.** The Philosophy of Learning Organizations developed by Peter Senge in his book 'The Fifth Discipline' (NY: Currency Doubleday, First Published: 1990) defines the skills developed by dialogue. They overcome the 'IF' in the following 'law' of Sun Tzu postulated and standing since ~500 BC:

"If you know yourself, and you know the enemy, you need not fear the result of a hundred battles.

◀ Specifications Of Waykm

1) Goal

Harness IT to deliver a reliable means for systematizing, organizing and driving the conduct of knowledge work and interactions, and induce a culture for the free flow of knowledge across the enterprise.

2) The Deliverables

- Total coordination, irrespective of load and chaos, anywhere, anytime and offline.
- Dialogue to foster the free flow of knowledge on each event.
- Means for the leadership to mentor team thinking.
- Significant reduction in anxiety relating to conduct of work.
- Major reduction in personnel energy required for evolving consensus.
- Operation without incentives.
- Protection of security per established norms.
- Organization of flexible knowledge communities to foster better judgments.

3) System Specifications

Our delivery rests on the premise that reliable and effortless 24x7 means for focused dialogue on each event will foster the teams and free flow of knowledge essential for pursuing success. The system delivers the following sub-goals to ensure a reliable means for the pursuit of success:

- Assured adoption without aid of incentives;
- Coordination of decision-makers on each event, with context, amidst chaos;
- Drill down for focus and control over events from a compelling dashboard;
- Creation of contemplation time with means for retrospective sense making;
- Liberation of personnel from administration of knowledge work for better application of knowledge, transparency, responsiveness and accountability;
- Organization to readily access the available expertise on each event;
- Provision of structural flexibility for swift reorganization in response to the demand;
- Engaging the passion of personnel for surfacing reality; and
- Managing the discipline, anxiety, and co-operation needed for trust and teamwork:
 - What are the assumptions of the emerging opinion?
 - Are the generalizations made applicable?
 - Are uniform work practices being followed?
 - Who is accountable for action?
 - Is there protection from oversights?
 - What is the progress on expectations?
 - Recognize contribution and encourage opinion.

4) The following elaborate on the specifications of the System:

1) *Intelligent Event Handling:*

- Anticipate integration, security, follow-up and processing needs on each event.
- Resolve conflicts due to multiple initiations from multiple locations.
- Secure single interface access to interactions on an event.

2) *Efficient Content Development and Integration:*

- Offer popular content development and capture tools in their respective platforms.
- Deal effectively with development of drafts by teams.
- Enable management of exceptions in support systems.
- Deliver templates for light-weight work flows and project management integrated with ad-hoc knowledge interactions for managing exceptions.

3) *Integrated Knowledge Base and Organization Structure:*

- Focus the collective and individual effort.
- Facilitate meaningful contact and access across boundaries.
- Facilitate application of security as desired with a single login.
- Simplify the reporting relationships, accountability, and responsibilities.
- Maintain fully categorized knowledge and content databases separately for independent access, and facilitate recognition of expertise across the enterprise.
- Comprehensively record the event life cycle.
- Facilitate rapid deployment and operation of task forces.
- Facilitate personnel mobility and permit multiple roles from a single interface.
- Foster communities among personnel with similar professional pursuits.
- Deliver a flexible structure that the organization can evolve per the need.

4) *System availability*

- The system is designed for 24x7 operation. Personnel will have the option to carry their interaction database offline for meaningful interaction in context.
- The system will be transparent for offline and online operations. Replication technology will be used to deliver this facility.
- Personnel will be able to connect to their home server from anywhere and anytime over the internet with secure login for performing their knowledge work and interactions.
- Databases for light weight work flows and project work will not be available offline.
- Bridges with auxiliary systems like ERP, etc., will not be available offline.

5) *Technical Specifications:*

- A Windows 2008 based, ideally 64 bit, server is recommended to host our system. For the pilot we may work with a Windows 2003 32-bit version server.
- The system provides a web-browser based interface for user-friendly and easy access.
- A minimum of 4GB RAM is recommended on the server.
- A minimum free HDD space of 20GB is required. This is subject to revision based on our assessment of your internal processes / type of documents, etc.

- The system works off SQL Server 2005. This system can work off an existing SQL Server-2005 in the organization.
- The client machines are expected to be minimum 1GB with a minimum screen resolution of 1024x724.
- A minimum of 2GB RAM maybe required by senior executives desiring to engage in 'sense-making' from the rich database developed.
- The final system software, that shall provide for offline working, may require additional space and memory on the client machines
- The system has a n-Tier architecture with separation of presentation, business logic & data layers.
- The deployment of the system can be made compliant with the client's security policy for governing access to the system.
- It may be noted that the system is designed for seamless offline operations, and operation in the offline mode when away from office.