Serious Insights

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The Tens—New Rules for Mobility

1 **Mobilty is universal** No application should be planned without taking into account how it will be accessed by mobile workers. There will be no purely "online" apps in the future. If a system isn't on the "mobile roadmap" today, it will be tomorrow.

2 **All roles include the need for mobile access** Just as all apps require mobility, so too will all roles. Factory floor workers and customer-facing retail staff will require mobile access to their benefits plans and other information, including performance and scheduling. When emergency management tops the list, the benefit of mobility and the consumerization of IT become apparent because by bridging to personal devices, everyone can be notified of the actions they need to take.

3 **Mobility will increasingly be about creation** *Mobile* and *access* often go together, but with powerful devices, people will be developing content on mobile devices that will often exist outside the primary content management systems of their organizations. Sure, you can return to the old days (or not so old days) of e-mailing files to people, or you can embrace solutions like Box and Dropbox, that provide secure virtual storage options for enterprises. Regardless of your collaboration and storage strategy, you need to recognize people will be using devices not just to access dashboards, but to create value in the form of intellectual property that exists beyond the scope of enterprise systems

4 **IT won't lead on mobility** Although IT purportedly owns the infrastructure, the mobile influx is coming from consumers. Any strategy around mobility is going to need to include crowd sourced internal learning as a component. The workers in any organization are going to be ahead, and stay ahead, of IT when it comes to mobility—so IT is going to have to learn to listen not only to worker demands, but to their experiences and advice as well.

5 **Understand Mobility** Mobility consists of devices, operating systems, interfaces and transport, as well as business agreements, such as carrier contracts. Many IT organizations fail to properly assess the scope and complexity of the mobile ecosystem and its interfaces to other ecosystems. Although mobility should never be considered in isolation, it should be understood in detail so its complexity can be accounted for, and its impact designed in to the IT architecture.

6 **Understand the Connectivity Model** Mobility, unlike most of IT, requires connectivity models that are outside of the control of the enterprise. People with corporate credit cards can sign-up for plans at the drop of a hat, and the expenses may be hard to trace. Enterprises should be negotiating with larger carriers to create consistent and predictable connectivity models that permit their workers to connect where and when they need to, without exorbitant costs. I see very little evidence of large enterprises identifying the sources of carrier costs let alone working with carriers, rather than workers, to control those costs.

7 **Don't Lock into One Platform** Mobile technology is volatile. It is too early to lock into one operating system, one hardware supplier or one device. In fact, it may be time to consider letting individuals control their own selection of device, perhaps even using allowances and other incentives as a type of perk that not only shouts coolness, but empowerment.

8 **Consider distributed governance** Some policies make sense as centralized edicts, others do not. Intellectual property controls should be centralized as a policy, but their implementation should be distributed. As long as people follow the policy, how they implement it should be of less concern. Concentrate on important policy points and don't spend time or money controlling the details.

9 **Create a mobility framework** If an organization wants consistency, it needs to spell out what consistency looks like. Again, doing this at the highest level of abstraction will create more room for innovation and learning. A mobility framework that includes security, collaboration and content standards can be supported on a variety of hardware and operating systems. Set worker expectations and monitor compliance, don't force compliance through overtly draconian and expensive controls.

10 **Expect mobility but don't rely on it** Organizations should plan for universal mobility, but realize connectivity isn't a human right yet, so connections may be sketchy. Individual workers and the organizations they work for need to understand that as much as they may want mobility, they also need to plan for moments when the carrier signal isn't available.