Social Media & Internal Communications: Reap the Rewards, Reduce the Risk

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Tremendous opportunity

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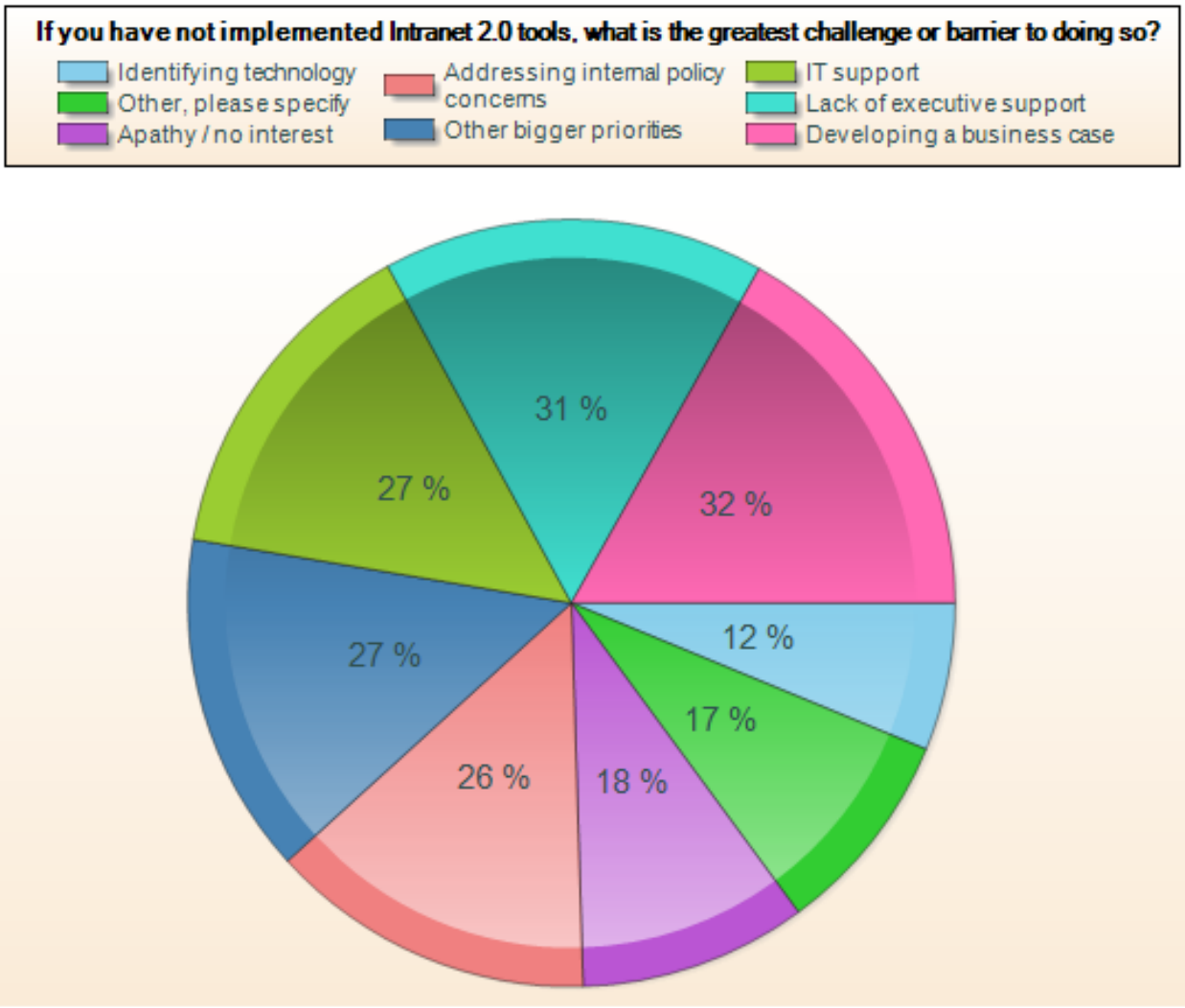
Risk or Reward?



Prescient 2010 Intranet 2.0 survey

NHL Players: Best Team to Play For?

- Detroit Red Wings (60%)
- Most popular coach
- System for and track record of winning

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Career Model: Free agency

- 4.1 years: median years person stays with an organization (U.S. Department of Labour)
- 7 – 10 jobs over course of career

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Competing for talent

- Recruiting and retaining qualified staff
- Time to productivity
- Employee engagement
- Knowledge worker productivity

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Eliminate the communications gap

- Links social media benefits to business objectives

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Discussion Topics

- A framework for evaluating best fit social media technologies
- The business drivers for intranet 2.0
- How technology can help or hinder employee engagement
- How to balance high tech communications with more traditional channels
- How to use storytelling in the digital age
- Key metrics for planning and evaluating success

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Prescient Digital Media

- We build highly effective websites & intranets

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Insidedge

- We facilitate conversations and translate business strategies into language employees can *understand* and *act upon*

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“Consumer-grade” technology

1 engineer for every 1.1 million users

No help desk

47%

Spent less than $10,000 on social intranet technology (Prescient 2010 Intranet 2.0 survey)

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Demographic Shifts

- 50% of the workforce are millenials
- “I absolutely buy that Millennials have different technology habits and preferences than us older workers. In short, they consider enterprise 2.0 the no-brainer default rather than something scary and weird. But that's about the biggest difference I see.”
  - Source: Andrew McAfee

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Demographic preferences

Millennials	Gen Y	Boomers	Veterans
Pre 1946	1946-1964	1965-1979	1980-1999
66 –	47-65	32-46	12-31

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Demographic preferences

"My employer does a GOOD JOB COMMUNICATING with me and other employees of MY GENERATION."

Millennials	Gen Y	Boomers	Veterans
18% agree	31% agree	43% agree	51% agree

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Demographic preferences

"Social media and networks are important to me in the workplace."

Millennials	Gen Y	Boomers	Veterans
64% agree	46% agree	45% agree	27% agree

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Growth of Knowledge Workers

- 75% of workforce in healthcare and education are knowledge workers
  - Wages account for 18% of GDP in United States
  - Premium of 55% to 75% versus those who perform production or transactional tasks
- Measure by quality and quantity of interactions
  - Source: McKinsey

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Sure, communicating at work has changed

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And you feel it's time to go "2.0"

- People seem to dig your intranet
- The CEO is hip to it – she's on Facebook …
- Employees already are building their own wikis and team sites
- Everybody else is doing it
- Plus, we got a lot we need to say!

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That's all good, but keep this in mind:

While technology offers new ways to share info

It doesn't increase the capacity to receive info

So you should proceed with caution – and a plan

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SAME ROAD. NEW RULES.

… sort of

Same Road

Employees need certain information to do their jobs

Employees want to share their opinions & be heard

Managers are the most credible communicators

People want information in different ways

New Rules

We must have discipline to prioritize information

New tools make it easer to give employees a voice

Easier to equip managers as communicators – do it!

Use all the tools at your disposal … wisely

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Think how people filter info

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Are you piling on?

- Read this email!
- Go to that meeting!
- Take this training course!
- Dial into this call!
- Fill out those forms!
- Check out this blog!
- Respond to this survey!

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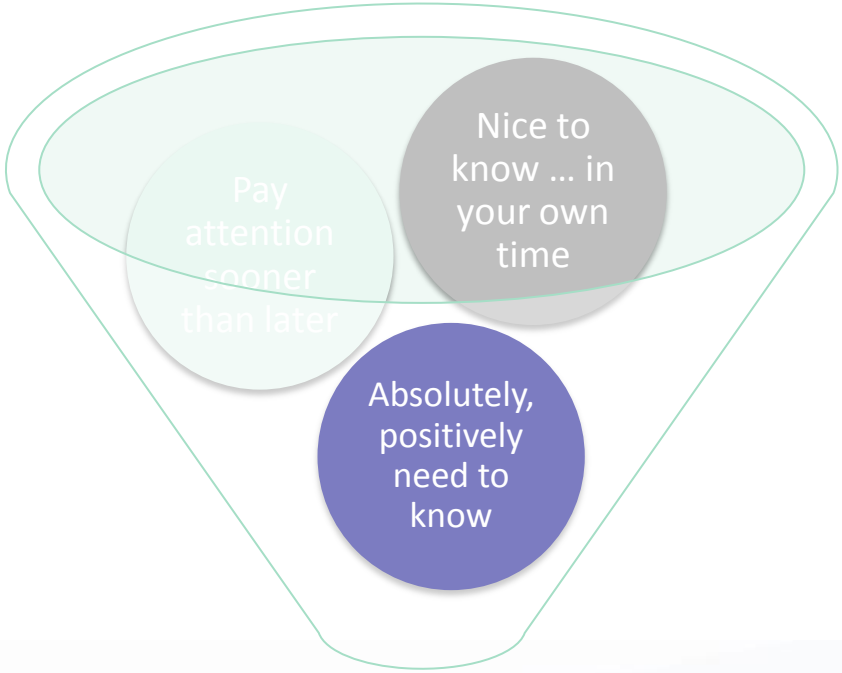
Instead, help people sort it out



“What Matters?”

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The new communicator

From the content *creator* . . .

. . . to the content *curator*

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What kind of communicator will your company be?

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“2.0” communications defined

Voice	Executives, Managers	Employees
Basis	Executive agenda	Understanding of employee needs & wants
Employee Involvement	Structured	Spontaneous
Process	Top-down, two-way second	Two-way, always
Corporate Posture	Go out to employees	Invite employees in
Tools	Meetings, newsletters, static intranet pages	Blogs, wikis, dialog-creating media

Both Have Merits

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Always remember:

Tools are a vehicle, *not* a story.

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High tech shouldn't replace high touch

- New channels and technologies can allow for more tailored, two-way discussions with employees
- Don't just repurpose offline materials
- Integration works: digital channels are most effective in concert with offline media and in-person interaction

- Don't let automation replace interaction!

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Face-to-face is still critical

"Face-to-face communications is important to me in the workplace."

Millennials	Gen Y	Boomers	Veterans
63% agree	66% agree	70% agree	74% agree

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So … 2.0 or not 2.0?

Things to consider:

- Are my employees online at work? To what degree?
- Who are my employees? Young? Aging? Blue or white collar? Retirees? New hires? Families?
- Am I reaching all of my audiences?

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So… 2.0 or not 2.0?

- How many languages do my employees speak?
- What will my employees need to do with the information I provide them?

- Have I asked my people what they want?
- What is my budget? What are my existing resources?
- What's the appetite for change?

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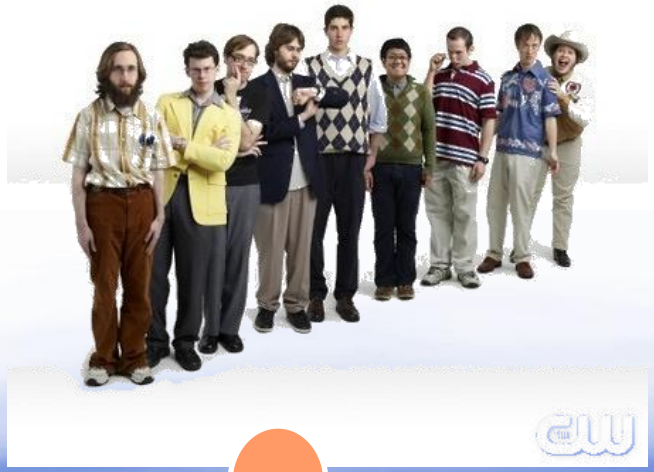
Going 2.0? Some stuff we believe

1 Set ground rules.

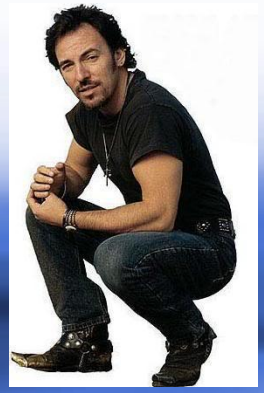
2 Listen!

3 Partner with IT.



5 Retain some old school.

4 Get the boss on board.



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Case Study: Major CPG

- The case for change:
  - Increasing globality
  - Mergers and acquisitions
  - A changing employee demographic
  - Employee demand + aggressive strategy
- Built use cases based on functional business drivers, employee personas
- Developed the business “story”

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Case Study: Major CPG

WORK SMARTER

CONNECT WITH SUBJECT MATTER EXPERTS

FIND AND SHARE RELEVANT INFORMATION

MAKE DECISIONS FASTER

COLLABORATE WITH COLLEAGUES

SAVE RESOURCES

ENCOURAGE TEAMWORK

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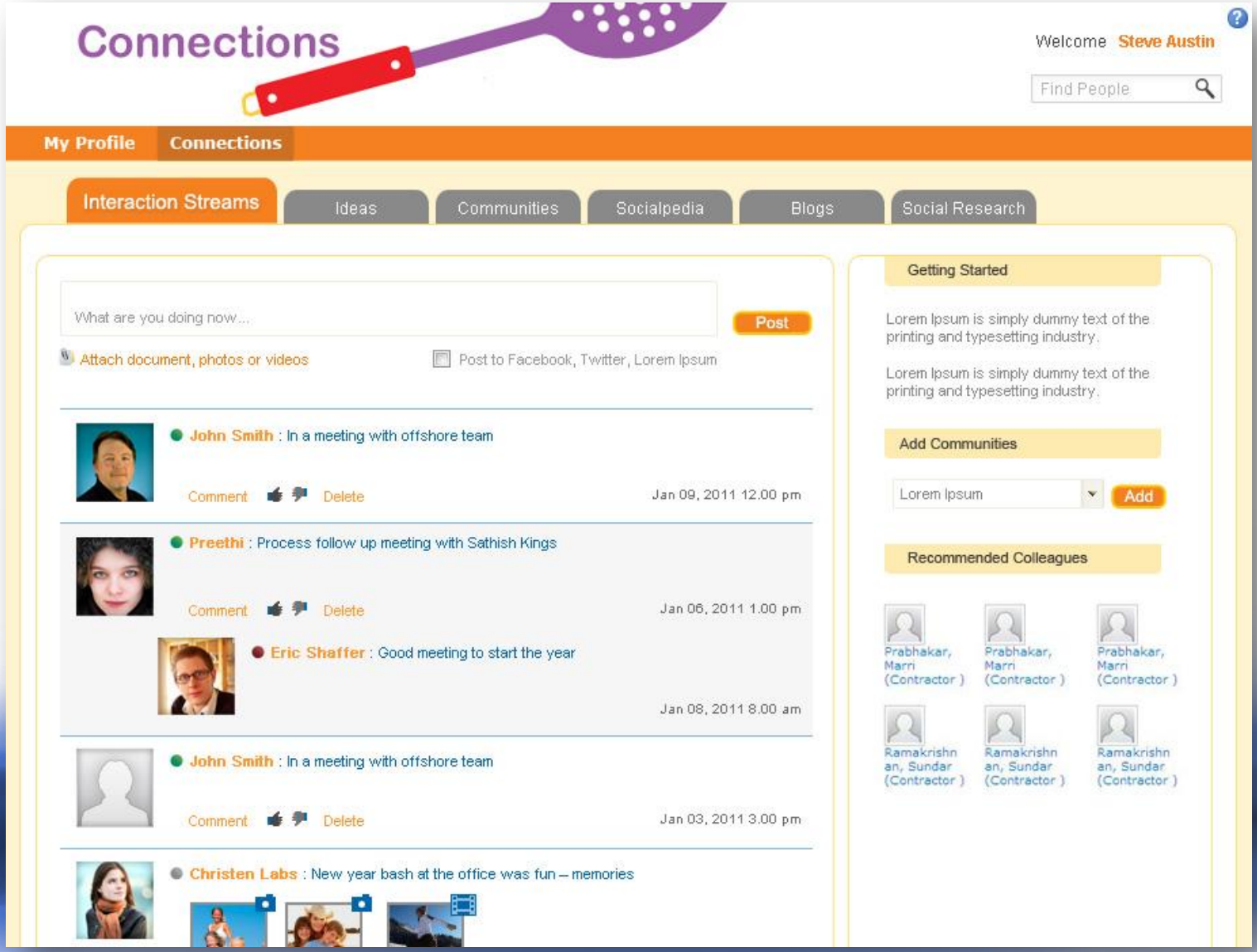
Case Study: Major CPG



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Case Study: Chemical giant

- 46,000 employees across the globe
- Internal survey results showed a desire for more collaboration with senior leaders
- The objectives:
  - Broaden the reach of management messages to employees
  - Engage employees in the strategic dialogue

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Case Study: Chemical giant

- The result: a social community lead by the CEO
  - More than 13,000 employees (nearly 30 percent of the total employee population) visit the site weekly
  - 35 percent of employee posts relate to a new topic other than the posting topic, demonstrating a true, two-way dialogue

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Project Methodology

- Communications
- Training
- Search
- Change Management
- Adoption & Participation

- Gap Analysis
- Business Requirements
- User Requirements
- Benchmarking
- Social Media Readiness

- Strategic Planning
- Functional Planning
- ROI and Metrics (KPIs)
- Social Media Utilization
- IA & Wireframes
- Personas & Use Cases
- Design
- Content Management
- Governance

- Project Management
- Vendor Management
- Content Development
- Content Migration

- Technology Audit
- Functional Specifications
- Solution Evaluation
- Vendor Selection
- Implementation Roadmap

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Eliminate the communications gap

Consumers want to:

- Keep informed of what friends are doing and thinking
- Easily tap into their opinions and advice
- Mobilize them for events and causes
- Control what others can see and know about me
- Tailor the platform with extensions and applications
- Tag videos and postings that other people should see, filtering out the noise
- Know which sources and Web sites friends use

Business users want to:

- Keep informed of what colleagues are doing and thinking
- Easily tap into their opinions and advice
- Mobilize them for events and projects
- Control what others can see and know about me
- Tailor the platform with extensions and applications
- Tag documents and postings that other people should see, filtering out the noise
- Know which sources and Web sites colleagues use

Source: Gartner

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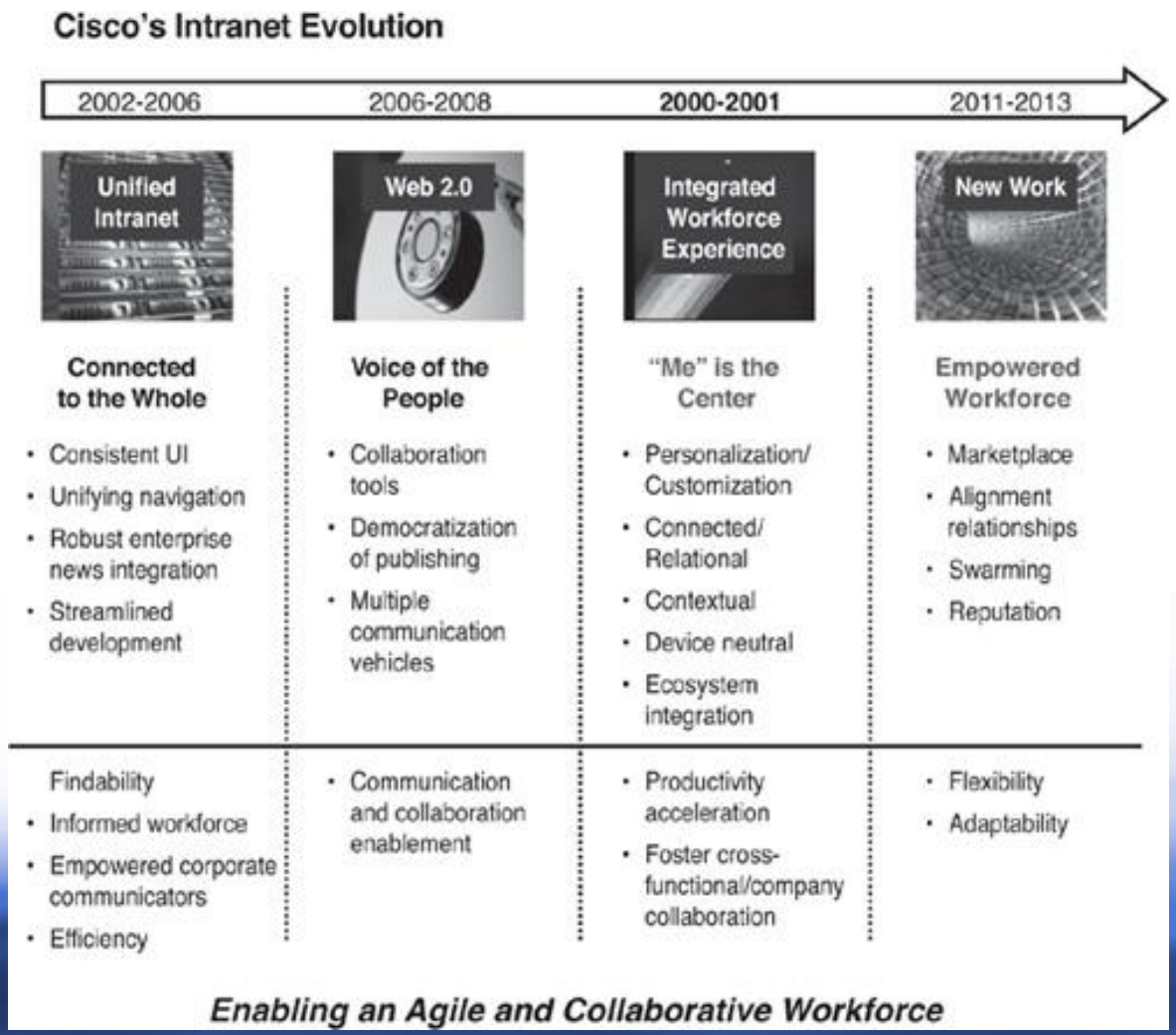
Develop an overarching plan



Web 2.0 @ Cisco: The Evolution

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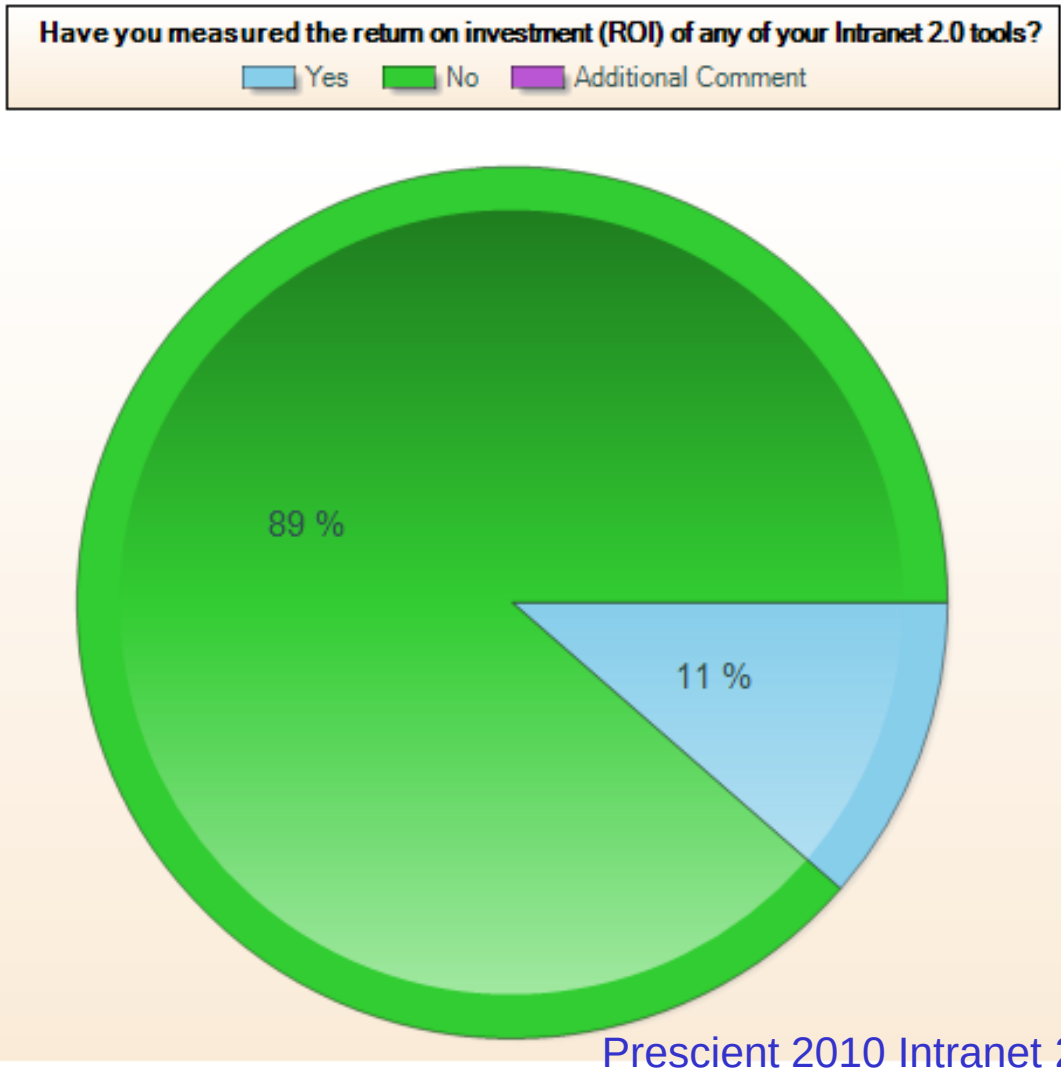
Start measuring!



Prescient 2010 Intranet 2.0 survey

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Metrics & Measurement

Activity & engagement

- Members
- Posts/threads
- Comments or ideas
- Tags, votes, bookmarks
- Active profiles
- Post frequency/density

Business value

- Productivity
- Knowledge sharing
- Engagement
- Consistent messaging
- Tools to do their job
- Interaction with content

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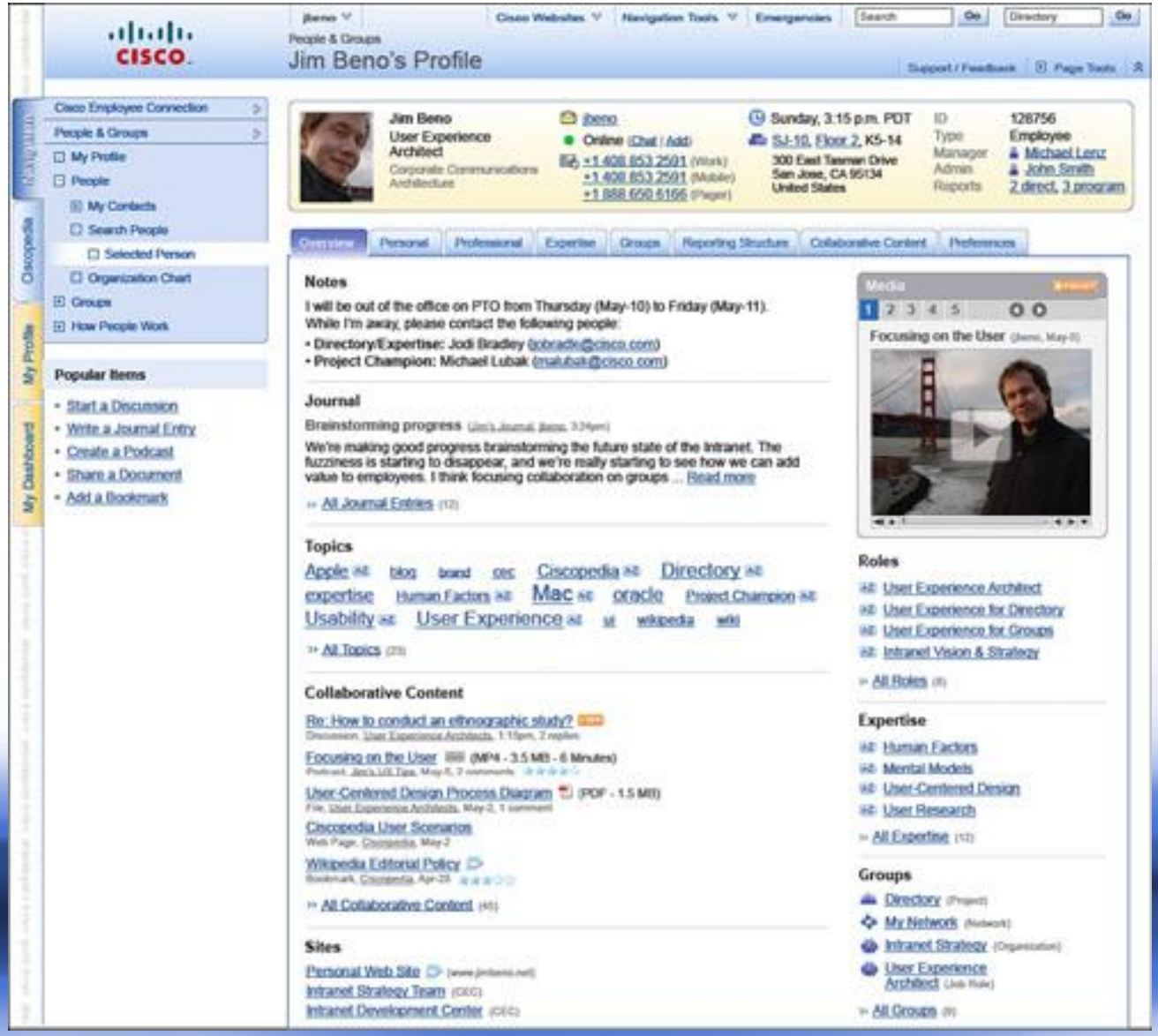
Knowledge worker productivity



U.S. Government Lost & Found

- $15.4 billion lost to poor knowledge worker productivity
  - Average Federal Government employee loses 1 hour per day looking for information
  - 44%: not knowing what information is available is a big problem
  - Source: MeriTalk

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Improved Collaboration

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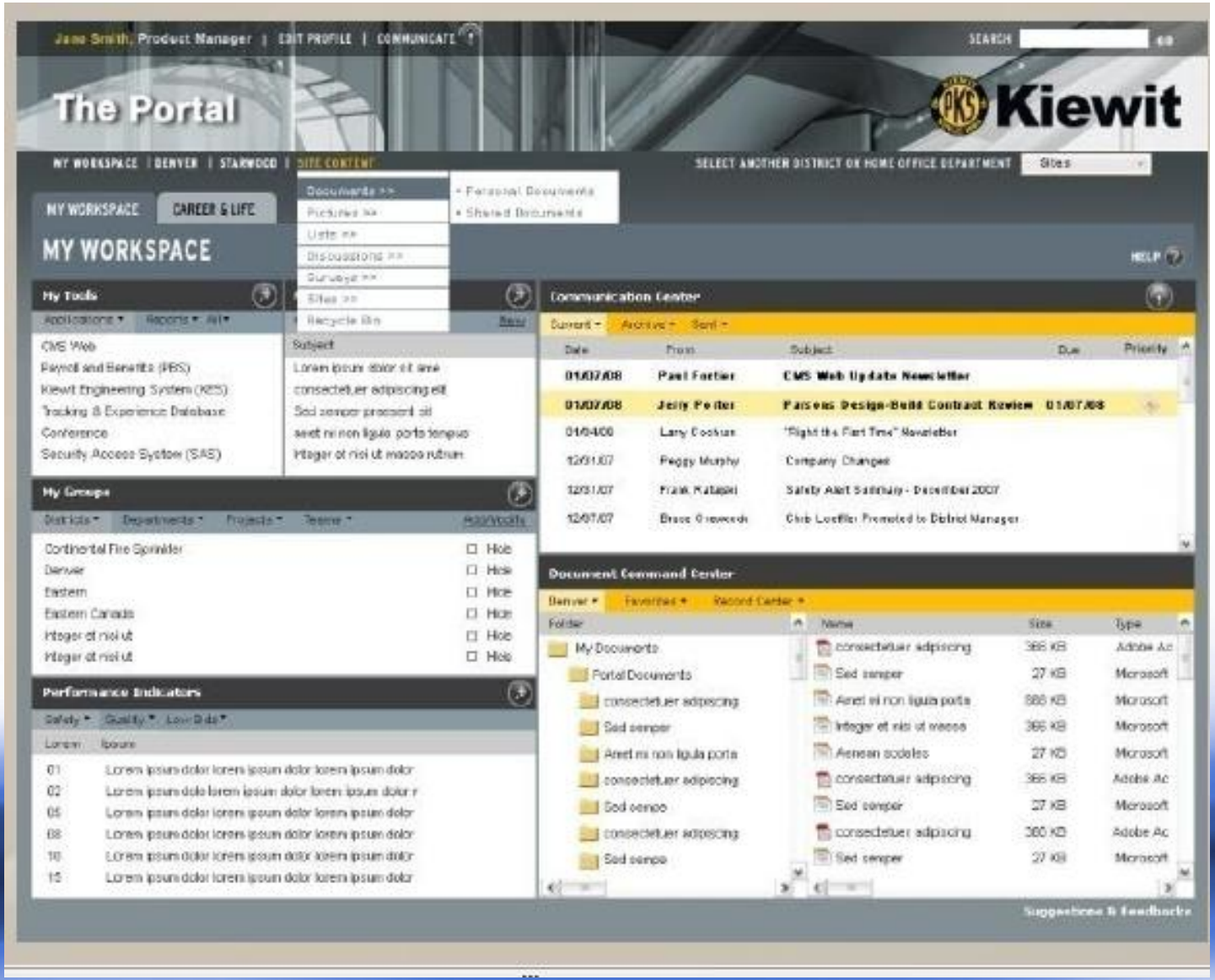
Knowledge worker productivity



Source: Consejo

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Do you know?

- Percentage of knowledge workers
- Workplace demographics
- Culture/hierarchy/executive communications
- Employee engagement levels
- Current usage of social media
- Current use of intranet/alternatives
- Current and future business challenges

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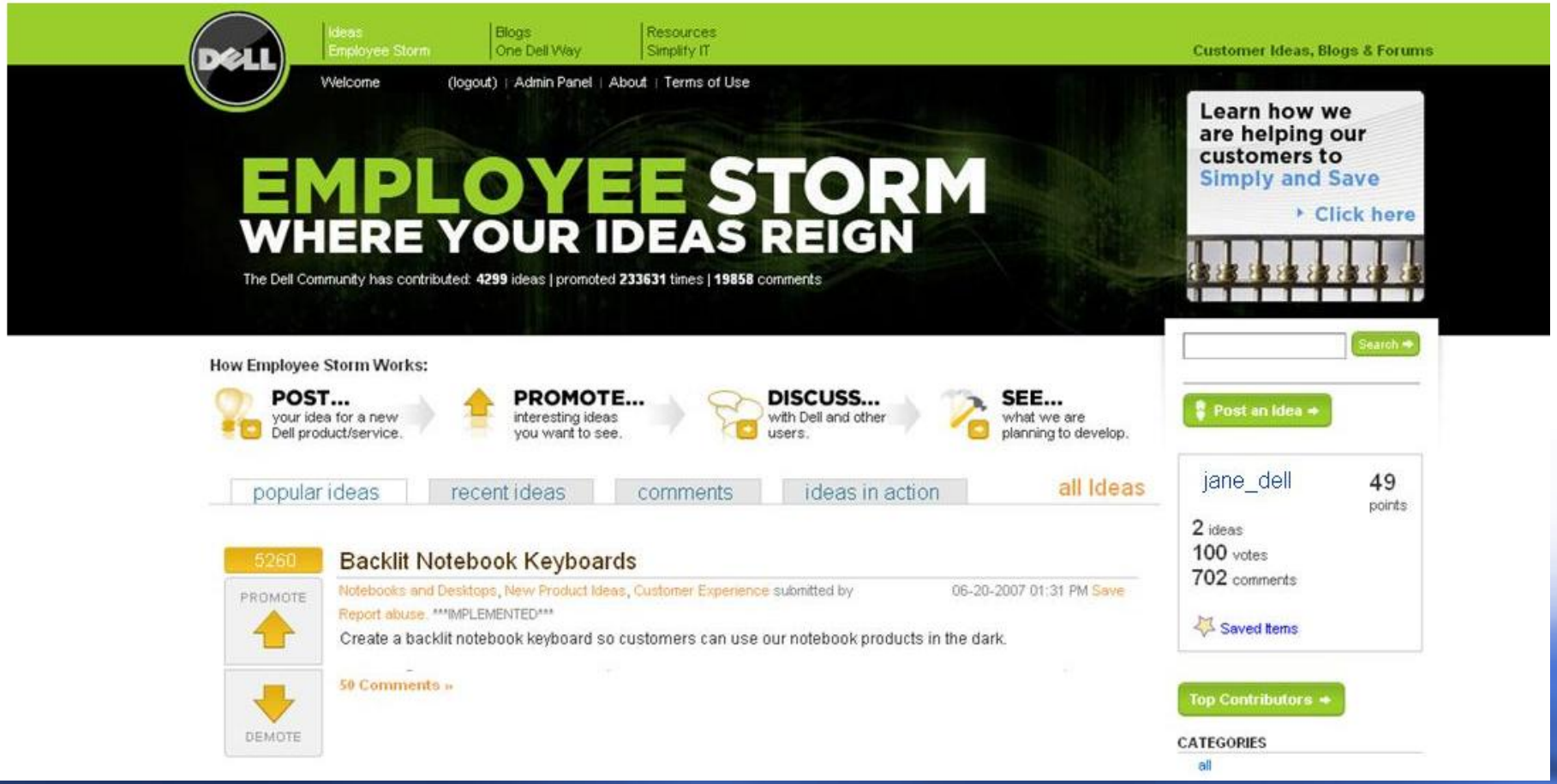
Start active conversations



Motivated to contribute

- Only 34% of employees have never contributed content or have done so infrequently
  - 91% of organizations that have Intranet 2.0 tools have had employees contribute content to the tools (at the very least, infrequently)
- 30% of organizations have employees that contribute content on a daily basis (or multiple times per day)

Prescient 2010 Intranet 2.0 survey

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Listen and respond

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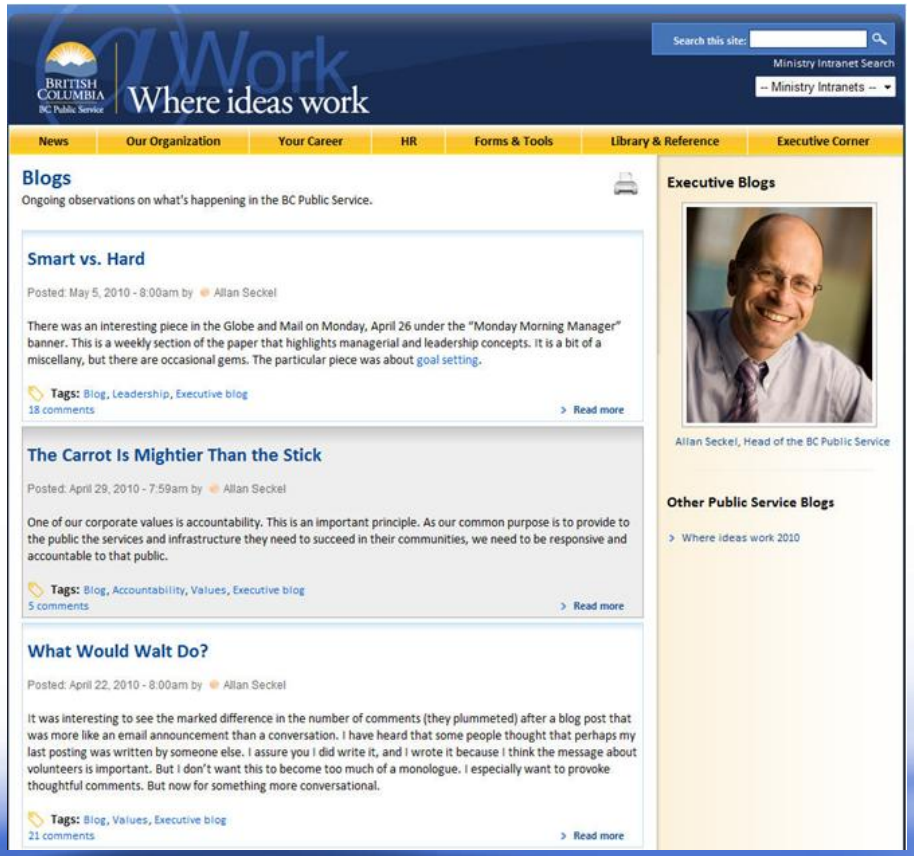
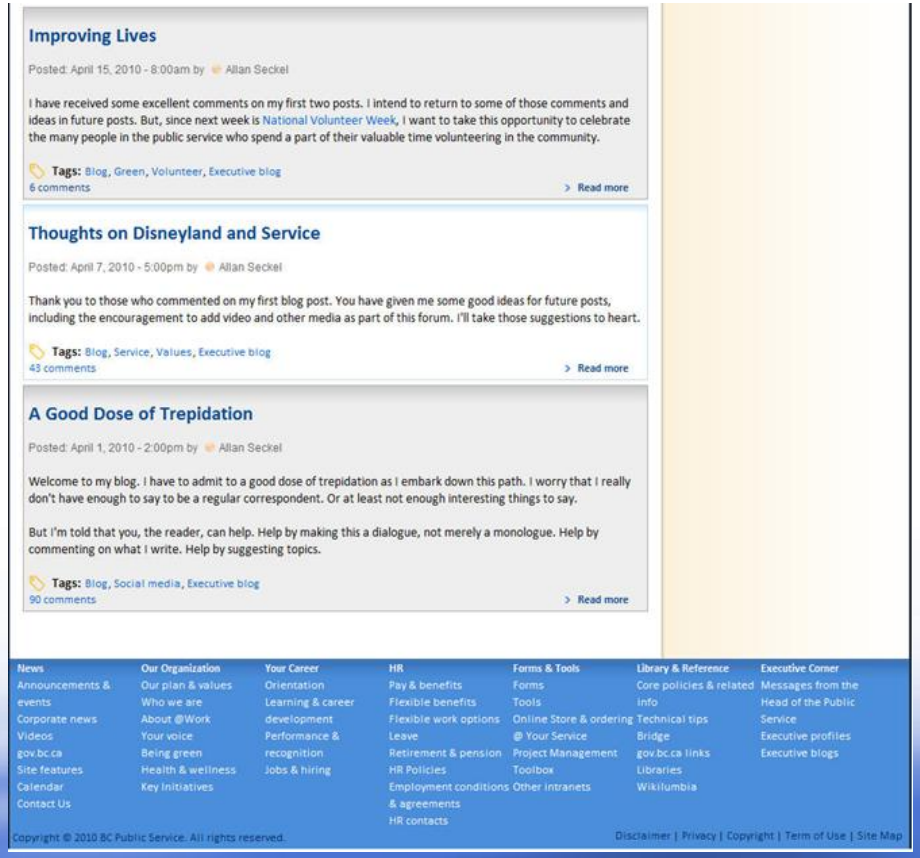
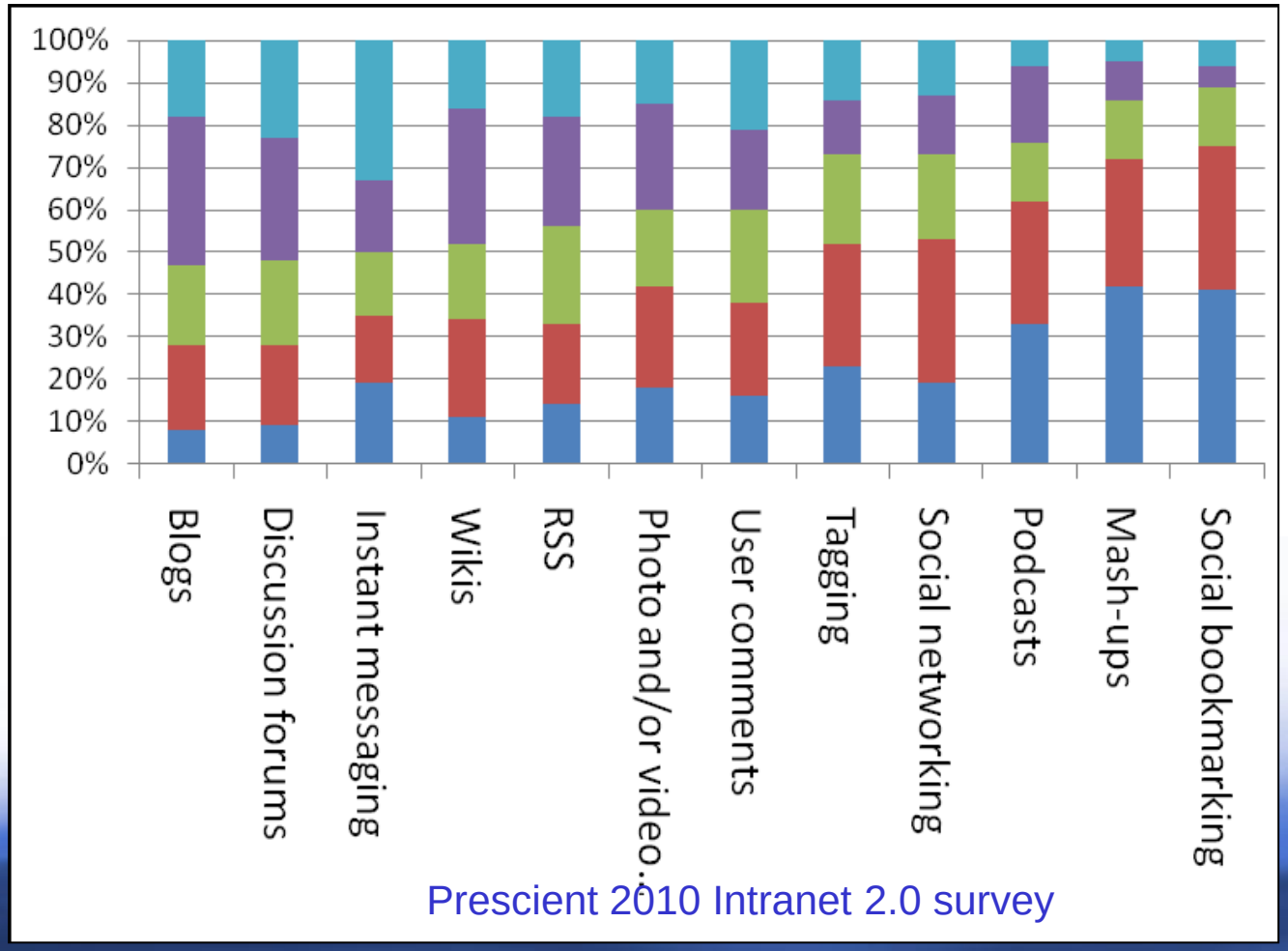
Return on participation





Choose your tools



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Intranet 2.0 Tools

			Applications				
Tools	Description	Website	Blogs	Communities	Discussion Forums	Instant Messaging	Mash
Adenin	WCMS	www.adenin.com	X	X	X		
Alfresco Share	WCMS	www.alfresco.com	X		X	x	
Atlassian Confluence	WCMS	www.atlassian.com	X	X	X		
ANB Software	WCMS	www.anbsoftware.co.uk					
Awareness		www.awarenessnetworks.com					
Basecamp		www.basecamphq.com		X	X		
Blogger		www.blogger.com	X				
Bloglines		www.bloglines.com					
Central Desktop	WCMS	www.centraldesktop.com					
Lotus Connections/ IBM Quickr		www.ibm.com/quickr					
ConnectBeam	WCMS	www.connectbeam.com					
Cubeless		www.cubeless.com	X	X	X		
Doodle		www.doodle.com					
Google Docs		www.google.com					
Google Sites		www.google.com					
Google Wave		www.google.com		X	X	X	
GoTo Meeting		www.gotomeeting.com			X	X	
Igloo	WCMS	www.iglosoftware.com	X	X	X		
Interact Intranet	WCMS	www.interact-intranet.co.uk	X			X	
Intranet Connections	WCMS	www.intranetconnections.com	X		X		
Intranet Dashboard	WCMS	www.intranetdashboard.com					
Jive Clearspace		www.jivesoftware.com	X	X			
Lotus Connections/ IBM Quickr		www.ibm.com/quickr	X	X	X		
Liferay	WCMS	www.liferay.com	X	X	X	X	
Lithium Social CRM		www.lithium.com					
MediaWiki		www.mediawiki.org	X				
Movable Type	WCMS	www.movabletype.com	X				
Mzinga OmniSocial		www.mzinga.com	X	X	X		
Neborhood		www.neborhood.com	X	X	X		
Ning		www.ning.com	X	X	X	X	
Open Source							
Drupal	WCMS	www.drupal.org					
Feng		www.fengoffice.com					

Technology selection tip

- “I have better tools in my living room than you give me at work.”
- Find the hidden IT department

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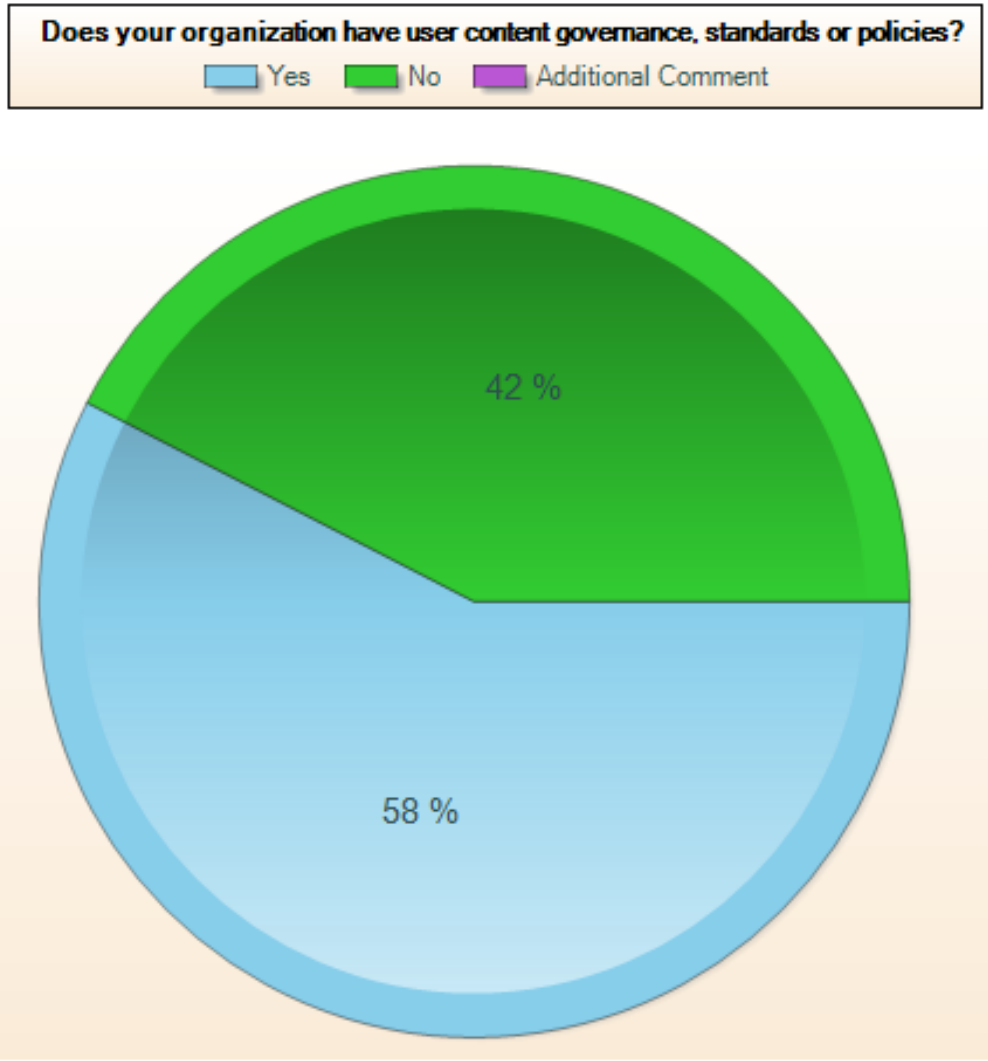
Build your model



Prescient 2010 Intranet 2.0 survey

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Must have

- Ownership structure (organization chart)
- Roles and responsibilities of owners, direct reports, content and application owners
- Decision making process and procedures
- Policies and standards

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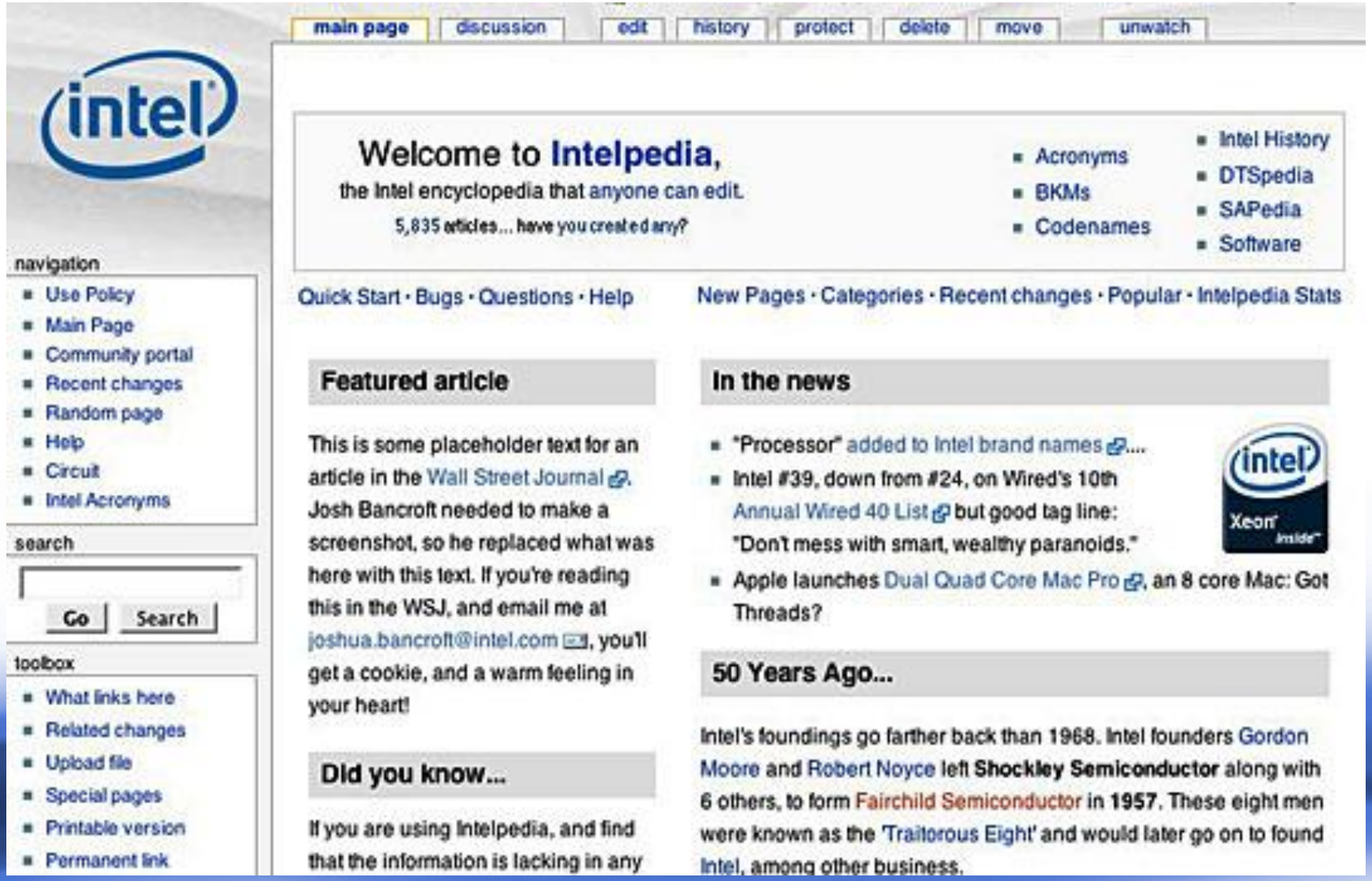
Mitigate risk: policies



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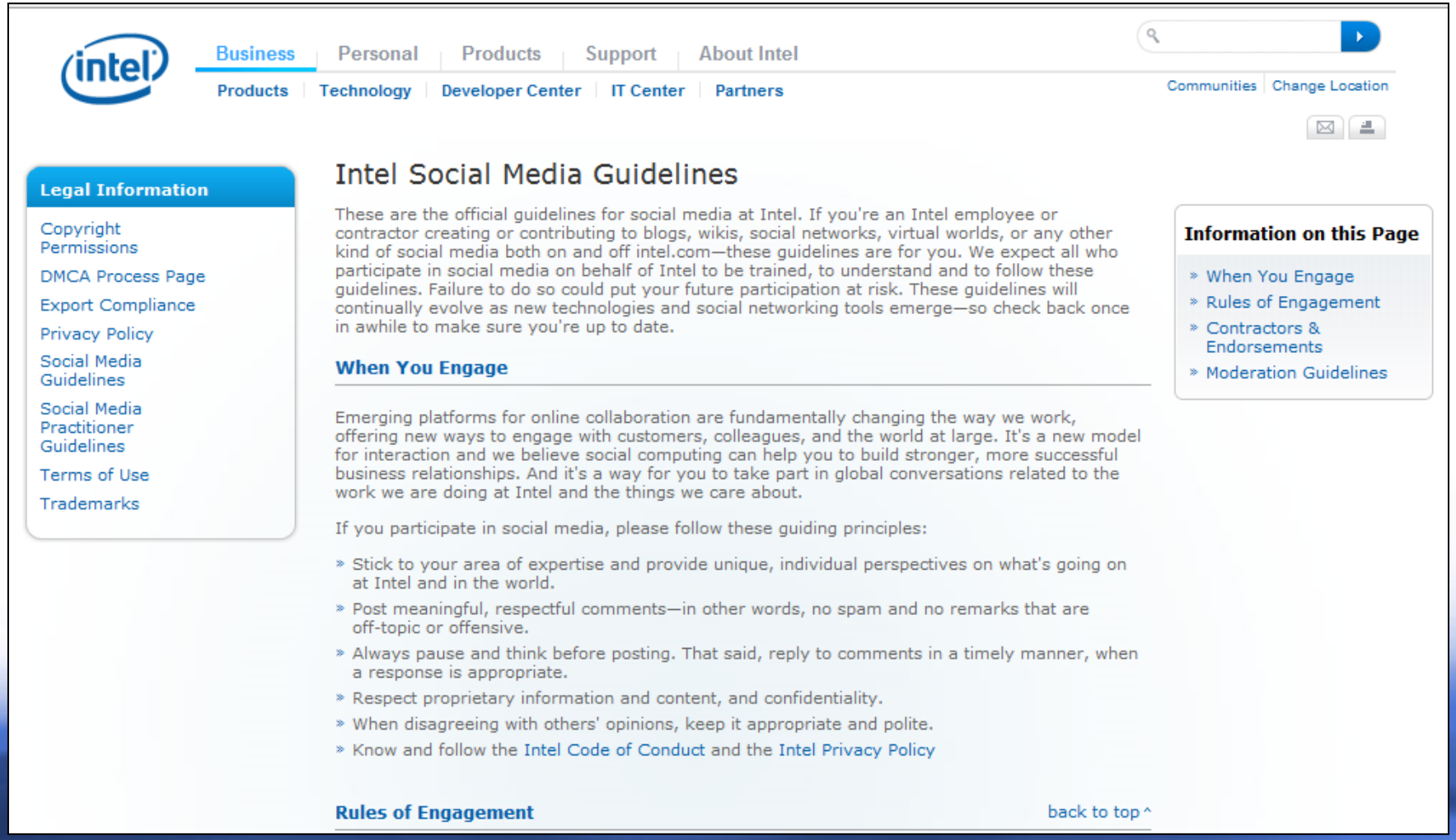
Reap the rewards: provide training



Business | Personal | Products | Support | About Intel

Products | Technology | Developer Center | IT Center | Partners

Communities | Change Location

Legal Information

- Copyright Permissions
- DMCA Process Page
- Export Compliance
- Privacy Policy
- Social Media Guidelines
- Social Media Practitioner Guidelines
- Terms of Use
- Trademarks

Intel Social Media Guidelines

These are the official guidelines for social media at Intel. If you're an Intel employee or contractor creating or contributing to blogs, wikis, social networks, virtual worlds, or any other kind of social media both on and off intel.com—these guidelines are for you. We expect all who participate in social media on behalf of Intel to be trained, to understand and to follow these guidelines. Failure to do so could put your future participation at risk. These guidelines will continually evolve as new technologies and social networking tools emerge—so check back once in awhile to make sure you're up to date.

Information on this Page

- When You Engage
- Rules of Engagement
- Contractors & Endorsements
- Moderation Guidelines

When You Engage

Emerging platforms for online collaboration are fundamentally changing the way we work, offering new ways to engage with customers, colleagues, and the world at large. It's a new model for interaction and we believe social computing can help you to build stronger, more successful business relationships. And it's a way for you to take part in global conversations related to the work we are doing at Intel and the things we care about.

If you participate in social media, please follow these guiding principles:

- Stick to your area of expertise and provide unique, individual perspectives on what's going on at Intel and in the world.
- Post meaningful, respectful comments—in other words, no spam and no remarks that are off-topic or offensive.
- Always pause and think before posting. That said, reply to comments in a timely manner, when a response is appropriate.
- Respect proprietary information and content, and confidentiality.
- When disagreeing with others' opinions, keep it appropriate and polite.
- Know and follow the Intel Code of Conduct and the Intel Privacy Policy

Rules of Engagement

back to top ^

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Training benefits

- Intel's Digital IQ training program
  - "We created Digital IQ to raise all boats and to up-level our sales and marketing employees' skills and understandings of this dynamic digital marketing world. ... [T]he program is open to all global employees who wish to expand their understandings of digital and emerging media."
  - Source: Bryan Rhoads, Senior Digital Strategist at Intel (Harvard Business Review)

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Who's responsible?

Community Manager

- The community selected 2 bloggers after a call-out
- 7 people submitted samples
- Community Manager spoke with each one
- Community Manager their posts
- Bloggers agreed to align with the Terms of Use for the site, and to try to write at least once a week

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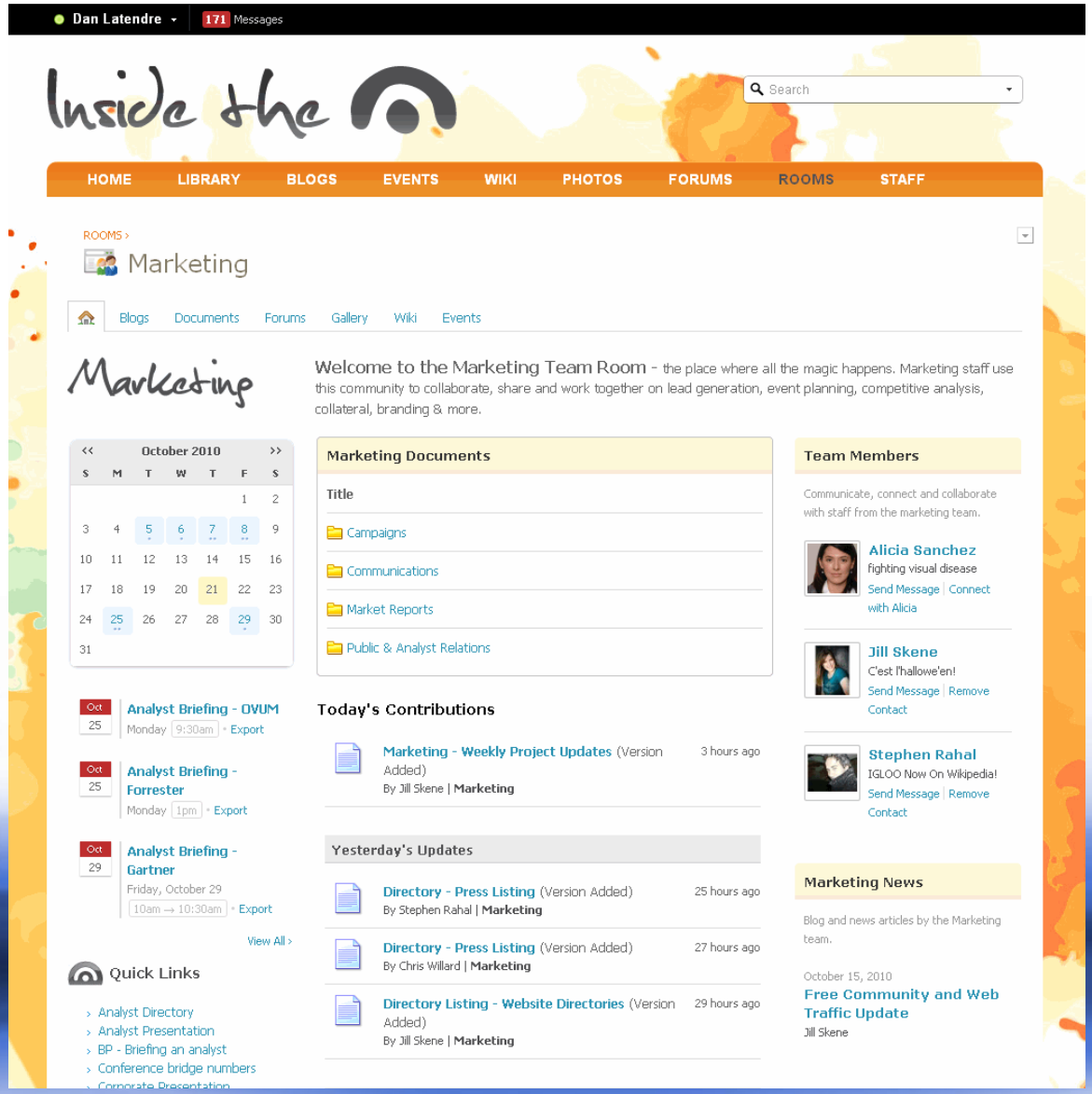
Know your locus of control



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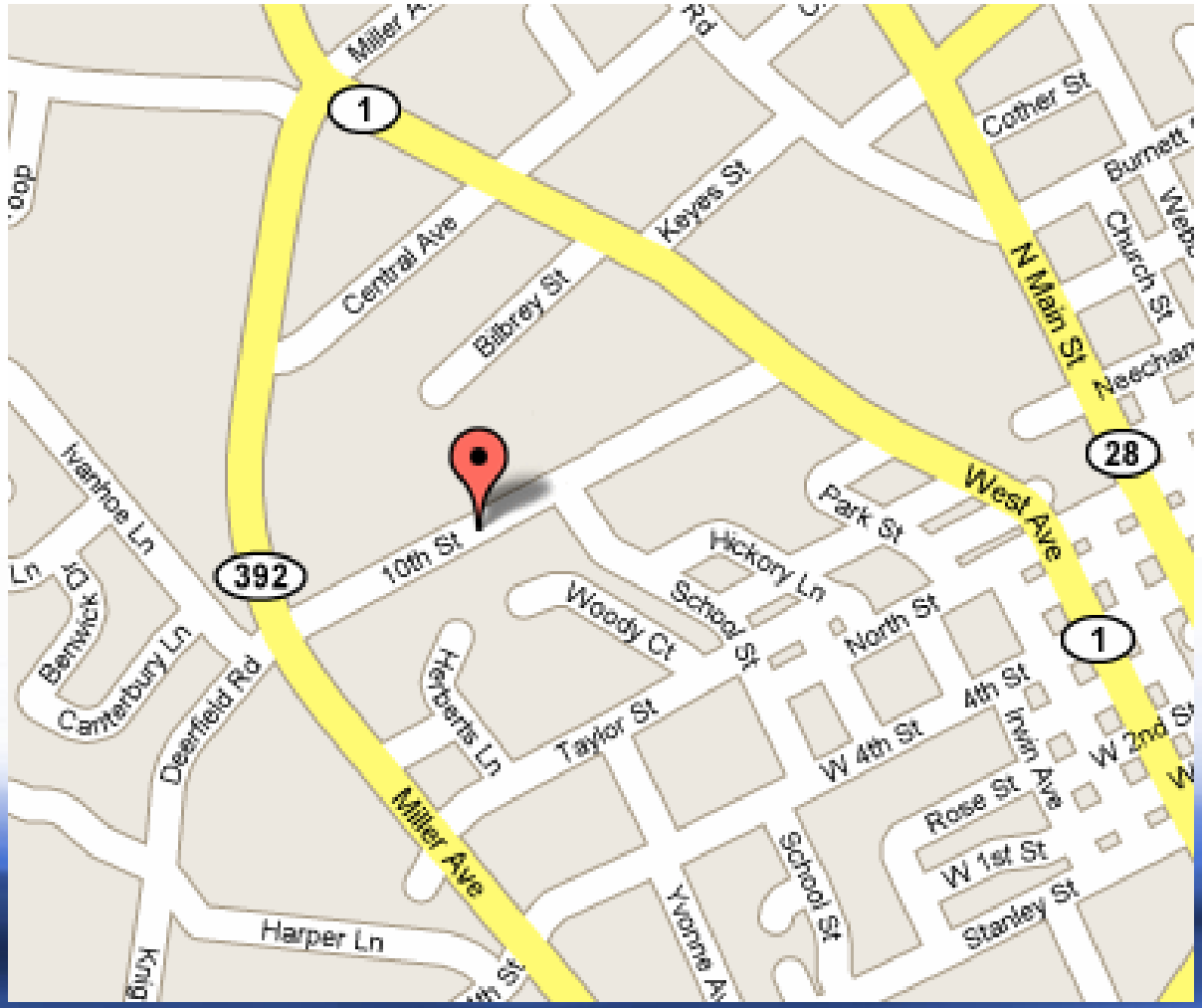
Pick a street



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Intranet 2.0

Rise of the Social Intranet:
Full Results of the Intranet 2.0 Global Study 2010

By: Toby Ward
From: Prescient Digital Media
Date: September 2010

www.PrescientDigital.com

Q & A

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Social Media and Internal Communications: Reap the Rewards, Reduce the Risk

Checklist

- [ ] **Eliminate the communications gap.** One-third of respondents to Prescient's Intranet 2.0 study cite lack of executive support as the main barrier to implementing the technology. Make sure you put the benefits of social media in the context of the specific benefits your organization can realize from a social intranet.
- [ ] **Develop an overarching plan.** The social intranet is a process, not an event. Guide your evolution with a documented plan that includes a measurable strategy, defined governance model, policies and training.
- [ ] **Start measuring.** Only 11% of respondents to Prescient's survey measure the ROI of their intranet 2.0 activity. There are numerous metrics that will provide insight on activity, engagement and business value. Gather and act upon this data.
- [ ] **Boost knowledge worker productivity.** The social intranet delivers significant value to employees who deliver value to the organization through knowledge work. Make sure you know the percentage of knowledge workers among your employees, your workplace demographics and current use of social media.
- [ ] **Deliver return on participation.** Thirty percent of organizations have employees who contribute content on a daily basis. Make sure they see return on their participation by listening and acting upon their good ideas.
- [ ] **Establish the rules.** You likely already have an existing policy on external social networks – use the same one to govern internal media. Publicize your guidelines and stick to them.
- [ ] **Listen!** Take in what business leaders and knowledge workers want and need, build use cases, and make choices based on that input.
- [ ] **Partner with IT**. Introducing internal social networks is not a "build it and they will come" project – work closely with IT so they understand your strategic objectives, and you understand their technology goals – and limitations.
- [ ] **Retain some old school.** Don't usher in social media at the expense of other valuable communication tools. High tech should never replace high touch.
- [ ] **Get the boss on board.** Senior leader endorsement builds success. Consider having your CEO become the flagship user of the tools.

Download today's presentation deck at: www.prescientdigital.com/downloads

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Social Media and Internal Communications: Reap the Rewards, Reduce the Risk

SOCIAL MEDIA WEEK
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Presenters

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About Prescient Digital Media
Prescient Digital Media is a Toronto-based group of senior intranet and Internet consultants that provide strategic Internet and intranet consulting, planning and communications services to organizations of all sizes. Our clients include: Amgen, CBC, CIBC, HSBC, Liberty Mutual, Manulife Financial, MasterCard, Nintendo, Pepsi, RBC Financial Group, TD, and more than 100 others. Prescient's focus includes the assessment, planning, technology selection, content and launch of intranets, websites, and web-based tools.

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About Insidedge
Insidedge is a team of employee communications specialists who wed the rigor of management consulting, the science of research and the art of marketing communication into a strategic package that fosters employee commitment and motivates employee performance. With offices in Chicago, New York and London, Insidedge has worked with such global organizations as Kraft Foods, The Dow Chemical Company, McDonalds, Covidien and CA, among others.

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