

Unisys Case Study: Best Practices in Socially-enabling A Global Workforce

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I am pleased to share our Unisys Case Study with you today



Gloria BurkeDirector,
Knowledge & Collaboration
Strategy and Governance

Gloria is a director with the Unisys IT Organization. She is responsible for the strategic development and implementation of the company's Knowledge & Collaboration initiative, which focuses on exploiting social computing technologies to improve employee connection, collaboration and knowledge sharing practices.

In addition, Gloria also directs the evolution of "Inside Unisys", the company's intranet environment that hosts its authoritative knowledge base and collaborative work spaces. She is Chairperson of the company's Knowledge & Collaboration Advisory Council, as well as its Intranet Steering Committee.

Gloria is a subject matter expert in the areas of Social Collaboration, Intranet Design, Enterprise Content Management and Culture Transformation. She has authored numerous blogs on social computing and culture transformation which have appeared on Unisys.com and in <u>Social Media Today</u>. She is a featured conference presenter on these topics.

Follow Gloria on Twitter: https://twitter.com/GloriaBurke



About Unisys

- Unisys is a worldwide information technology company with a rich history than spans 139 years. With approximately 22,500 employees, Unisys serves commercial organizations and government agencies throughout the world.
- We provide a portfolio of IT services, software, and technology that solves critical problems for clients, focused on:
 - securing their operations
 - increasing the efficiency and utilization of their data centers
 - enhancing support to their end users and constituents
 - modernizing their enterprise applications.
- To provide these services and solutions, we bring together offerings and capabilities in:
 - outsourcing services
 - systems integration
 - consulting services
 - infrastructure services
 - maintenance services
 - high-end server technology



Our Situation

- Knowledge silos were prevalent and lack of a common social platform was preventing transparent sharing of knowledge and ideas across the enterprise
- Employees could not easily identify or connect with subject matter experts
- New Hire and new role onboarding process was not as streamlined or intuitive
- Common areas for collaboration were limited and employees created noncompany sponsored communities externally on Yammer.
- An ecosystem for sharing and channeling ideas to refine or develop innovations did not exist
- Knowledge, in both explicit and tacit form, was not being consistently captured, repurposed or reused
- Knowledge Sharing and Collaboration practices were not considered by most employees to be a valuable part of their daily work flow
- Varying levels of understanding of social media and skill sets in using social tools limited adoption within previous pilot programs



Our Vision

To make knowledge sharing and social collaboration an intrinsic and integrated part of the Unisys workplace experience by:

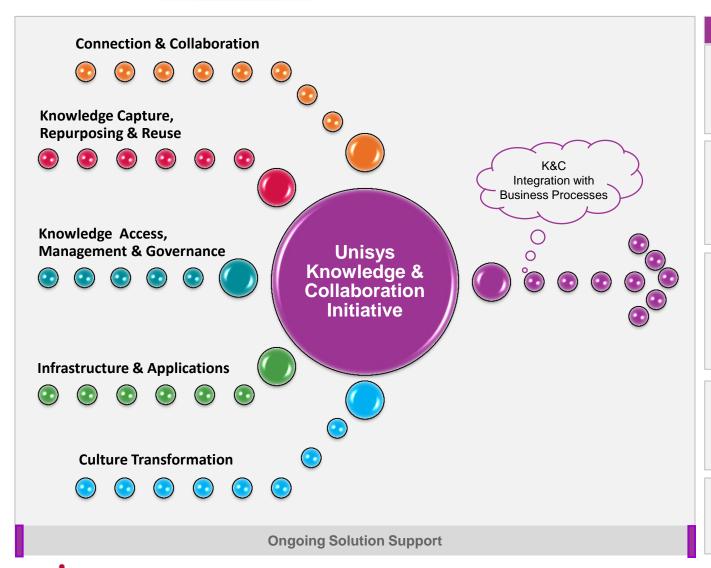
- Transforming the Unisys Knowledge Sharing Culture, using a "leadership down" model, and institutionalizing employee behavior patterns to support and sustain a successful environment.
- Enabling employees to build a professional presence and quickly develop a strong and valuable network of colleagues
- Levering social tools to streamline employee access to knowledge and to easily identify and connect with Subject Matter Experts at the time of need
- Establishing and evolving Communities of Excellence as the hub of social collaboration, to share knowledge, promote best practices and to provide and ecosystem to develop ideas that contribute to new and refined innovations
- Integrating social collaboration tools and activities into existing business processes and daily work flow practices to maximize efficiency and productivity
- Encouraging employees to seek and share knowledge in order to evolve expertise and career development for their benefit and that of their colleagues



Our Approach

UNISYS

We created a Enterprise-wide Knowledge & Collaboration Initiative focused on five key program areas



Impact Areas

Connection & Collaboration

- Communities
- Intranet Social Enablement
- Client Bid/Delivery Team Rooms
- Social Media

IC Capture, Repurposing & Reuse

- Client Bid & Delivery Team Rooms
- Proposal Development
- · Contracts and Records
- Engagement Artifacts
- · Tacit IP (Wikis, Blogs...)

Knowledge Access, Management & Governance

- "Inside Unisys" Intranet Environment
- Enterprise Content Management
- Authoritative Content Sources UniPedia
- Unisys Video Center

Infrastructure & Applications

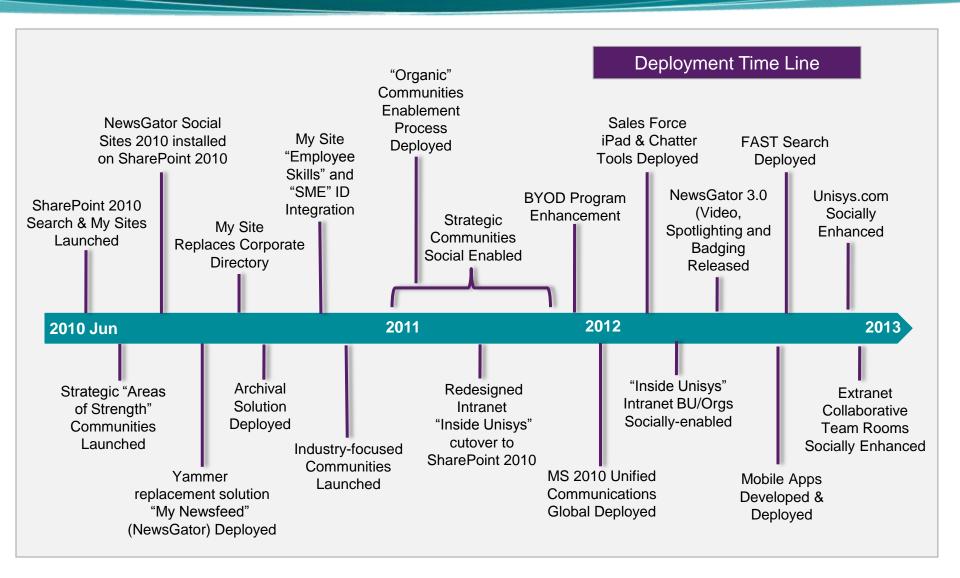
- SharePoint Environment
- FAST Search Enhancements
- Extranet Environment Upgrades
- Support

Culture Transformation

- Awareness & Communications
- Education & Training
- Effectiveness & Value Measurement



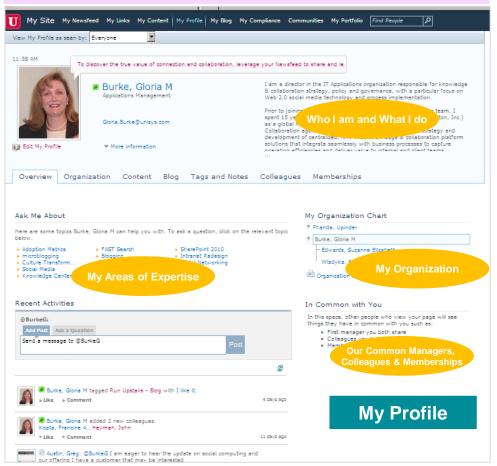
We deployed SharePoint 2010, FAST Search and Unified Communications to improve our platform



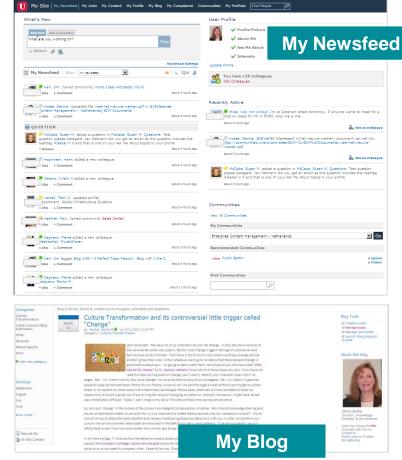


We added the NewsGator Social Engine to SharePoint to increase the social functionality of My Site and incorporate Newsfeed capability

"My Profile" makes it easy for employees to build an individual company presence and to quickly develop a valuable network of colleagues

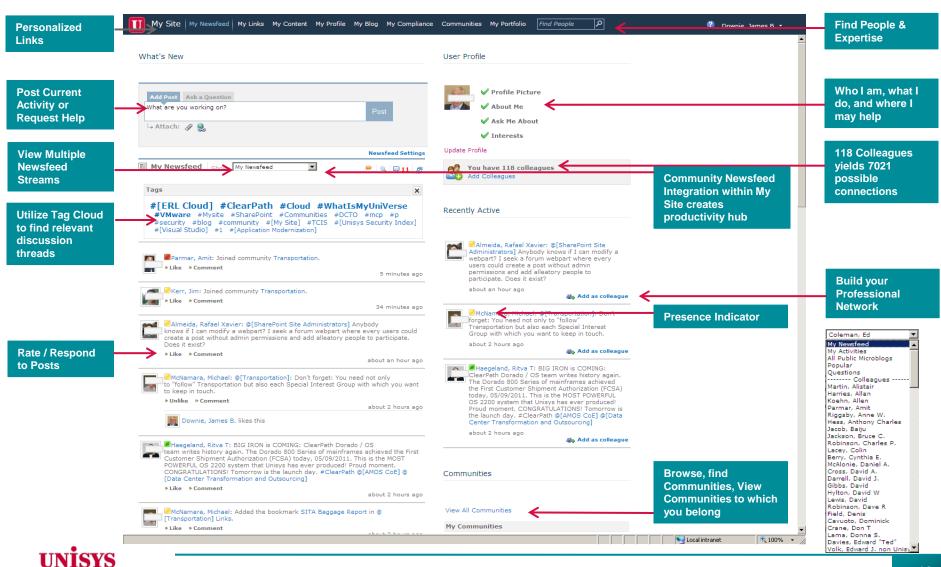


The integration of "My Newsfeed" and "My Blog" provided a simple and more transparent way for employees to share and learn

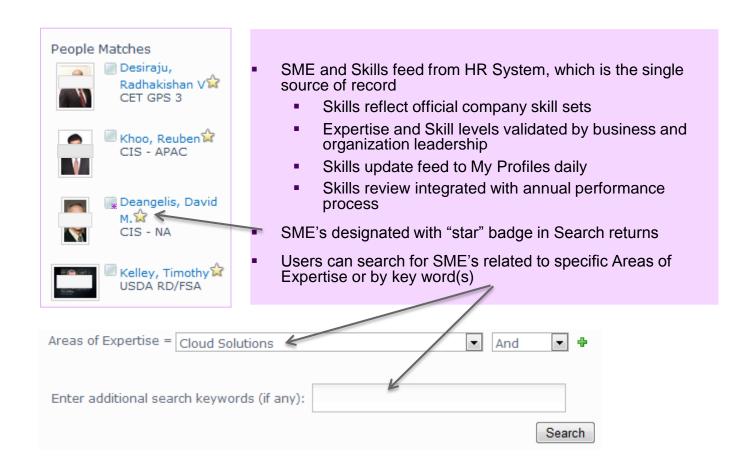




We enabled "presence indicators", "follow colleague" and "suggested communities" functionality to improve connection



We integrated Skills from People Soft into "My Profile" and added "badging" in Search to improve Expertise Discovery





We redesigned our Intranet "Inside Unisys" to streamline access to information, knowledge and new social tools

My Site Elements and Enterprise Search are part of an action bar that is persistent across the company's intranet.

Global Company News is featured in main display screen and allows for social commenting.

Helpful Tech Tips, HR announcements, and useful Unisys facts appear in "Did You Know...?"

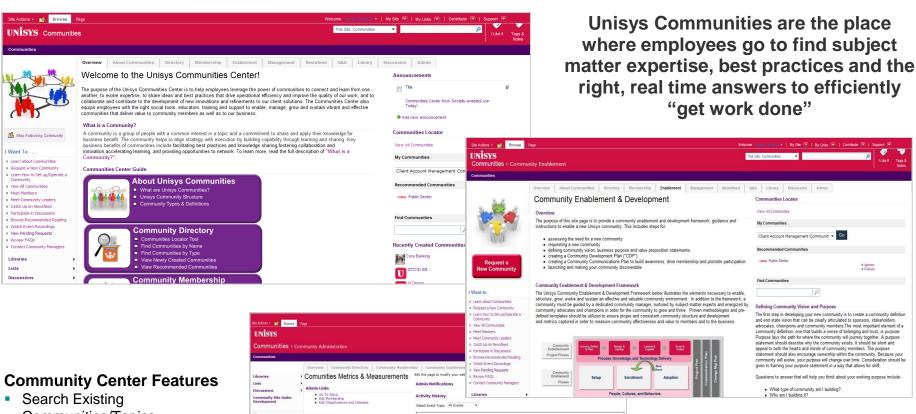
Video pod casts showcase the latest news and activities within the company's four areas of strength.

Leadership use of social tools is evident in rotating featured blogs at across bottom of the site.

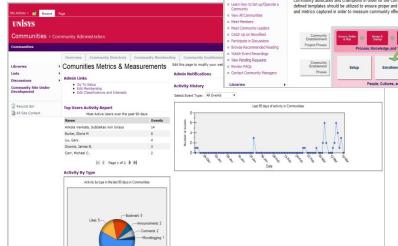




We positioned Unisys Communities as the hub for social collaboration



- Communities/Topics
- Join a Community
- Create a New Community

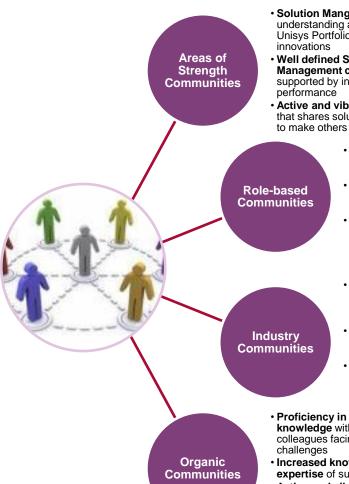


Community Evolution & Management

- Community Manager Kit Training
- Member Activity Metrics
- Activity Type
- Share & Learn from other Community Managers



We defined a Strategic Community Structure and socialized Purpose & Key Attributes



- · Solution Manger proficiency in understanding and leveraging Unisys Portfolio Solutions and
- Well defined Solution Management career path supported by incentives for high
- Active and vibrant community that shares solutions experience to make others more productive
 - Proficiency in SDF portfolio methods for selling and delivering Unisys portfolio solutions
 - · Well defined Role-based career **path** supported by incentives for high performance
 - Active and vibrant community that shares practice experience to make others more productive
 - Proficiency in differentiating Unisys portfolio Industry solutions to address client or segment needs
 - Well defined Industry solutions career path supported by rewards for high performance
 - Active and vibrant community that shares market and sales experience to make others more productive
- Proficiency in sharing knowledge with other like-minded colleagues facing similar
- Increased knowledge and expertise of subject matter
- Active and vibrant community that promotes sharing and learning to make others more productive

AOS: "Know What" solutions to sell and services to deliver

- Understand and leverage portfolio solutions for mission critical applications
- Share innovative refinements to the solutions to address disruptive IT trends

ROLE-BASED "Know How" expertise in sales and delivery

- Focused on building competency in sales and delivery roles through accreditation, certification, mentoring, peer-to-peer sharing, performance management and evaluation
- Improved consistency and quality of work in project management, architecture and sales
- Selling solutions and delivering projects that meet customer satisfaction, and Unisys performance and profit expectations

INDUSTRY: "Know Who" to sell solutions and deliver services to

- Understand target market segments to improve sales productivity and increase vertical expertise
- Differentiate solutions to meet specific customer mission critical and industry requirements

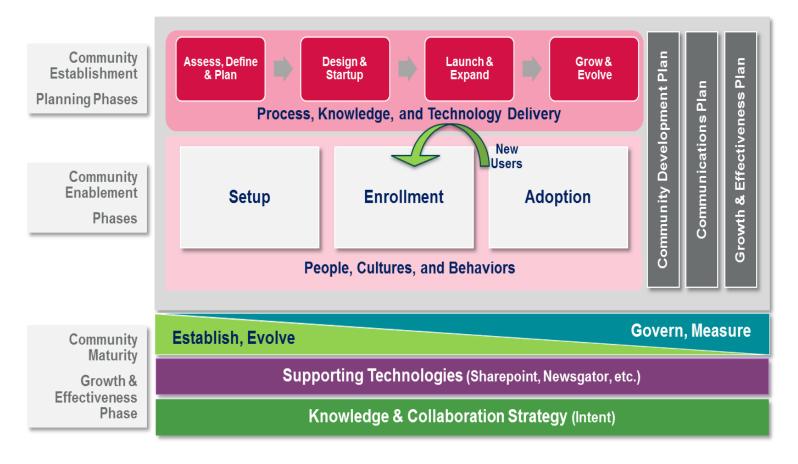
ORGANIC: "Know More" and develop expertise about topics of interest

- Build a learning organization through voluntary sharing of knowledge by intrinsically motivated community members
- Develop innovation capability by serendipitous learning
- Provide added value to the strategic communities



We created a Community Enablement and Evolution Framework to ensure effectiveness and sustainability

Our Framework is guided by Community Leaders and nurtured by Subject-Matter Experts. We apply proven methodologies for successful growth and maturity and capture metrics to ensure effectiveness and value to the business as well as to the community.

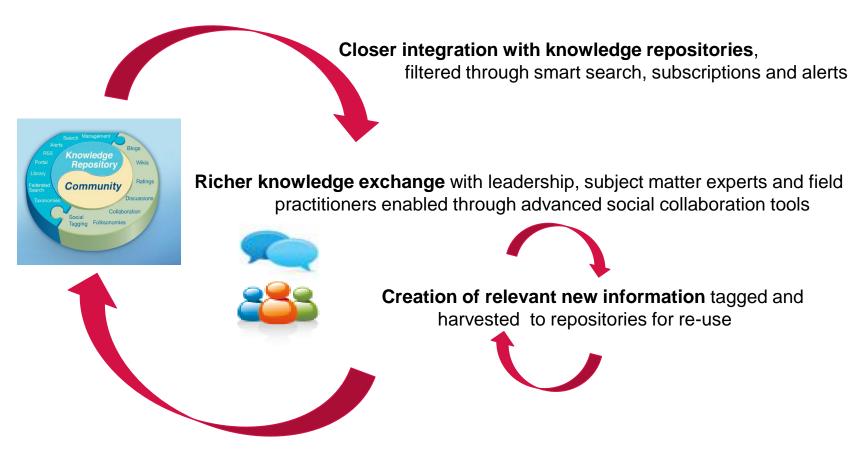




We integrated communities with authoritative content sources and project team rooms to maximize efficiency and effectiveness

This integrated Community environment enables:

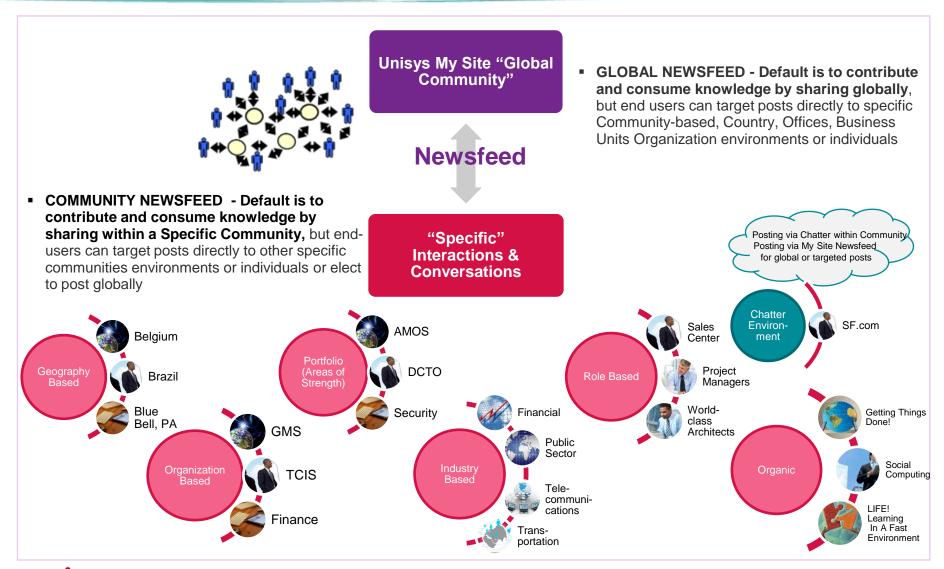
Faster access to focused, relevant information



Idea channelling to refine and develop innovations



To avoid "social silos", we enabled an enterprise model for transparent community and global newsfeed sharing



Our Culture

Implementing social tools with the business enterprise is not just about technology, it's also about "transforming company culture" and influencing employee behavior patterns.



Our Senior Leadership "leads-by-example" to drive adoption and reinforce accepted practices

Our CEO actively reinforces the importance of social connection and collaboration



Inside Unisys: Powered by People

Inside Unisys delivers the familiar and dependable elements you've come to expect and trust, such as U-News, Areas of Strength highlights and essential corporate links; but includes new collaborative and social components such as U-Blog Central and quick clicks to expertise contribution and a powerful enterprise search.

It lets you more effectively access, contribute and share knowledge – making our worldwide team more flexible and responsive to client needs and market changes.

So welcome to Inside Unisys, another positive step toward knowledge sharing and social collaboration within our global community.



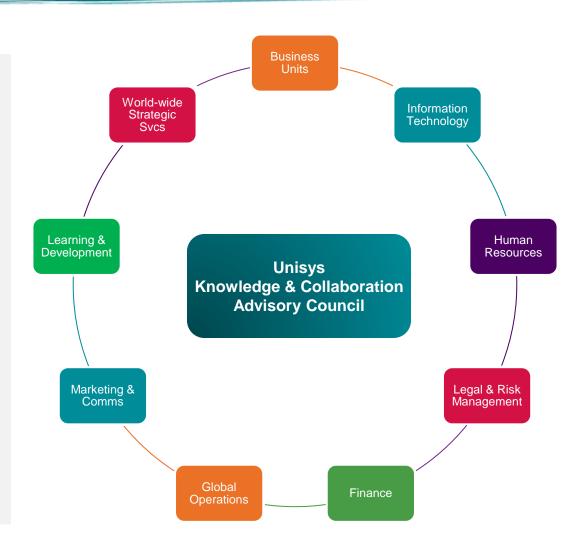




A cross-organization Knowledge & Collaboration Advisory Council provides guidance and governance

The purpose of the Unisys Knowledge & Collaboration Advisory Council is to:

- Develop, guide and evolve the company's strategic vision and implementation road map for knowledge sharing and collaboration
- Review and guide initiative progress to ensure success and value delivery to the business
- provide counsel and governance to preserve the integrity, effectiveness and sustainability of the knowledge and collaboration environment

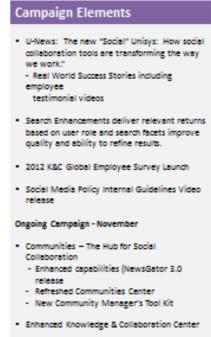


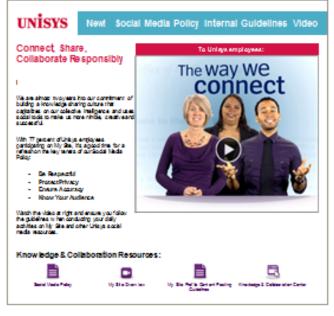


A Global Awareness & Communications Program underpins our Knowledge Initiative



2012 "K&C Global Awareness Month" Campaign (October)

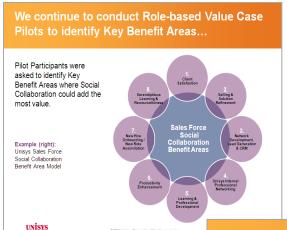




- Monthly theme posters are strategically placed throughout our global offices help to build awareness, to socialize value case scenarios and to promote employee involvement. (E-posters are emailed to remote workers.)
- Annual Global Knowledge & Collaboration Awareness Month
- Contests for Best Practice Profiles, Sites and Communities
- Knowledge Scavenger Hunts at Regional, Town Hall and Organization All-Hands Meetings put social tools to use in real time



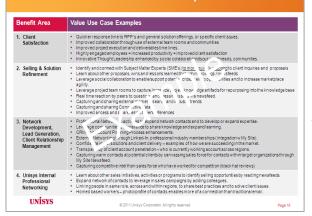
We influence Employee Behavior Patterns through Role-based value case socialization



Repeatable behaviors or actions are then identified to drive culture transformation

- Building individual company presence by completing and continually refining
 profile information to reflect current and relevant roles, skills and expertise
- Establishing a strong network of colleagues and connections by "following" colleagues and communities
- Forming a routine daily pattern for actively participating in Newsfeeds to post useful information, post or answering questions, and to learn from the contributions of others (new wins, helpful insights, etc.)
- Joining, leveraging and participating in communities to share knowledge and expertise and to learn from subject matter experts
- Subscribing to Authoritative content portals to stay informed of new solution materials and process updates
- Leading by example for those in leadership or managerial roles to encourage employee "engagement" rather than forcing "compliance"
- Encouraging fellow colleagues to engage by following you and engaging in Newsfeed and communities activities

...and socialize Value Case examples within each Benefit Area to drive adoption and use





Targeted,
Role-based
Communications,
Education &
Training



Behavior Pattern Transformation



Successful
Adoption and Use
of Social Tools



We have identified and socialized repeatable behaviors and actions that facilitate culture transformation

- Building individual company presence by completing and continually refining profile information to reflect current and relevant roles, skills and expertise
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- Encouraging fellow colleagues to engage by following you and engaging in Newsfeed and communities activities



We provide self-enabled education, training and support through our Knowledge & Collaboration Center

The Knowledge & Collaboration Center provides a variety of education and training materials, as well as support services to help employees excel in their work



Employees can easily access the Knowledge & Collaboration Center from the "Support"

pull down menu in the persistent action bar or from the "main Navigation Menu" of the "Inside Unisys" home page.

The Knowledge & Collaboration Center community-based. Employees can connect with subject matter experts and colleagues to learn about knowledge sharing and collaboration best practices and access a variety of self-enabled educational and support tools to hone their skills.

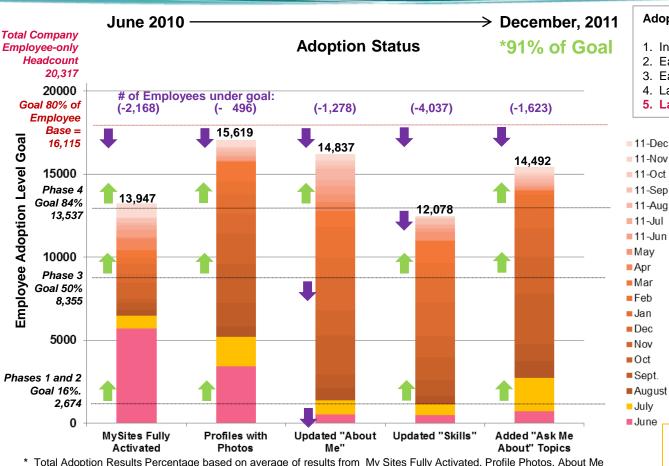




Our Results

UNISYS

We tracked adoption of My Site against Industry standards to measure our progress and success



* Total Adoption Results Percentage based on average of results from My Sites Fully Activated, Profile Photos, About Me and Ask Me About categories

Definitions:

- Innovators: Brave people, pushing change. Innovators are very important in communications.
- Early Adopters: Respectable people, opinion leaders. Try out new ideas, but in a careful way.
- Early Majority: Thoughtful people. Careful, but accepting change more quickly than the average.
- Late Majority: Skeptic people. Will use new ideas or products only when the majority is using it.
- Laggards: Traditional people. Caring for the "old ways" and are often critical toward new ideas and will only accept it if it has become mainstream or even tradition.

Adoption Phase Time Table 1.5 Years:

Innovators: June 21 – July 30, 2010
 Early Adopters: August – September 30
 Early Majority: October – December 31
 Late Majority: June 30, 2011
 Laggards: June 21 – July 30, 2010
 August – September 30
 June 21 – July 30, 2010
 August – September 30
 June 21 – July 30, 2010
 August – September 31
 June 21 – July 30, 2010

Legend

Performance above Curve

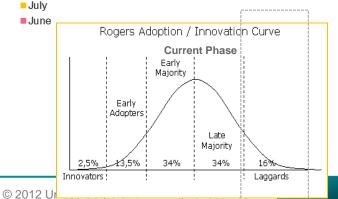
Performance below Curve

Adoption Curve Progression

Phases 1 & 2 – 16% Goal 2.5% "Innovators 13.5% "Early Adopters"

Phase 3 – 50% Goal "Early Majority"

Phase 4 – 84% Goal
"Early Majority" - "Late Majority"
Final Phase 100% Goal
"Laggards"



We achieved impressive results within an 18-month adoption period

Within the scope of our 18 month My Site social tools adoption campaign phase (June 2010 through December 2011)...

- more than 91% of our targeted employee user group (apprx.16,000) activated and populated their My Site Profiles
- More than 78% of the 22,000+ Unisys Global Employee population enabled My Site social tools.
- Senior Leadership: 100% have active My Sites and use and promote social collaboration within their organizations



In less than one year's time, our Communities are well-subscribed and flourishing

- 18 Company-sponsored Strategic Communities of Excellence focused on the company's portfolio areas of strength, industries and key employee roles were launched
- 50 employee-owned Organic Communities were formed
- More than 6,700 unique employee memberships enabled
- More than 21,400 non-unique subscribed memberships across all communities
- Communities are supported by 460 Company-designated subject matter experts







Higher Value Content is emerging as the "norm" as employee confidence in Newsfeed use increases



Social exchanges, which initially dominated the newsfeed, are now dwarfed by more valuable, useable content







Community of Excellence]: looking for some recommendation on Security and Project Management anyone work with Security and a strong PM in the

about 12 hours ago → Answer → Share → Follow-up

Wilke, Jeff: Frankie, at the ____ we are providing IDS, vulnerability scanning, and security analytics. We have done a lot of work in this area if you would like to discuss

about 10 hours ago



QUESTION

Cardenas, Juan Miguel asked a question: @[Client Account Management Community of Excellence]: For my customer that is a Bank he want to know if there is any operation in the world where Unisys has the on-site services for IT, if is possible use that infrastructure to give service to a business solution to the Bank client? For example, Unisys could support the solution that the bank has for their final customer on their sites?

a day ago → Answer → Share → Follow-up



Dunn, Larry: Yes, Unisys provides the backoffice support for (bank) for 80% of their transaction volumes...there are many other examples. Reach out to your local GMS architect for additional support

about 19 hours ago



Social Tools are transforming the way our employees work – My Team embraces the social model we created Unisys Consumerization Study 2012

- I am a remote home-based company director
- My 30+ global team is remote and home-based
- We implement and drive the success of the Unisys Knowledge and Collaboration Initiative as a virtual team
 - My computer is my virtual office enabling me to work from any location
 - Unified communications is my phone, and provides IM and live meeting capabilities
 - Inside Unisys is my gateway to access knowledge, company information and self-enabled support at the time of need.
 - My Site is my dashboard to manage my company presence, newsfeed content and subscriptions, blog publishing and compulsory policy compliance
 - My Newsfeed aggregates news and shared knowledge that is important to my role and my interests
 - Communities allow me to share knowledge, expertise and ideas, provide mentorship and to learn from others
 - Socially-enable Project Team Rooms help me to easily and effectively collaborate with colleagues, clients and business partners
 - The Mobility platform and Mobile Apps allow me to stay connected using my tablet or cellular device when it is not convenient to access my computer.



Rise of Mobile Elite Workforce

The end results are delivering value to our Business in the following key areas

Greater agility to market

- Employees now can quickly locate the right experts and past relevant content
- Staff the engagements and respond to customers' requests quickly and effectively
- Result: reduce proposal generation time significantly, resource and time savings, increase agility to market

Improved quality of customer service

- Employees can quickly locate, repurpose and learn from the past relevant engagement content
- Result: a reduction in red projects (troubled projects)

More effective workplace collaboration

- Team activity updates are now posted as blogs, keeping everyone in sync and avoiding duplicate efforts
- Result: significant reduction in time on email, team update meeting time, and duplicated tasks.
- Result: individual learning became organizational learning, resulting in organizational productivity gains

Fueling the Innovative culture at Unisys

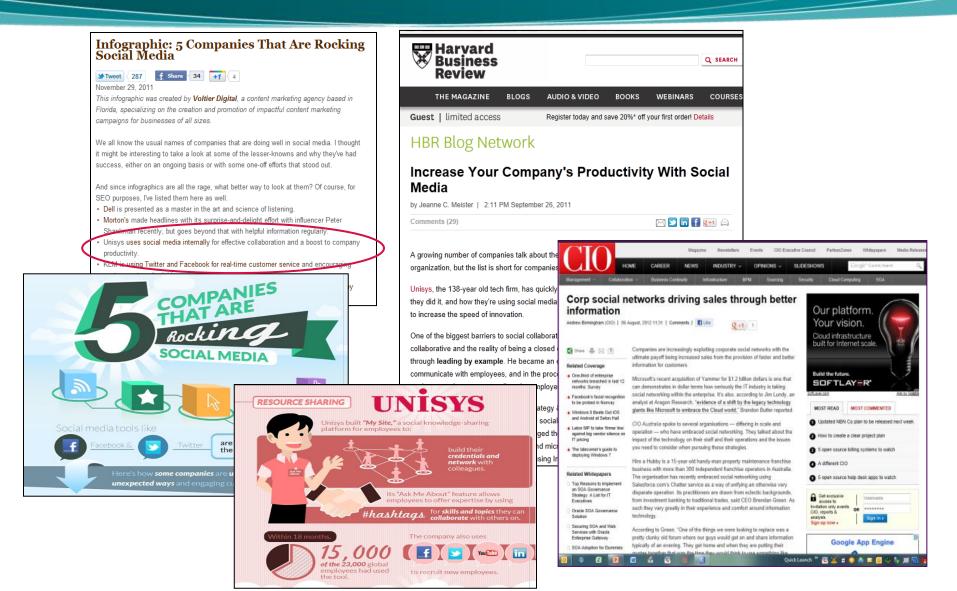
- New or improved solution ideas can be posted by anyone and vetted quickly and iteratively with experts
- Result: faster time to market from innovative solution concept to solution delivery

Enhanced employee development

- Find mentors, build a network of professional connections, and build reputation for expertise
- Result: faster and easier on-boarding time for new employees; IP and tacit knowledge captured from experienced employees
- Result: a higher level of employee satisfaction, greater personal growth opportunity and higher team morale



...and our success with Social Computing is being recognized externally





Key Take-aways from our Unisys Case experience

You can't get there unless you know where you're going

- Create an end-state Vision
- Develop a Strategic Plan and an Implementation Road Map to get there
- Utilize metrics to measure progress and to identify potential barriers

Focus On Culture - "People drive success", Technology is just an enabler

- Create a Leadership-down model and engage Key Organization Stakeholders early on as Champions to "lead by example" and to be "visible" agents of change.
- Create a Culture Transformation strategy that influences employee behaviour patterns and help them understand how social collaboration can add value in their daily work.

Keep Tools and Processes "simple to use...and intuitive"

- Utilize Technology "out-of-the-box" -- avoid customizations that add complexity. Provide education and self-enabled "click and learn" training.
- Encourage all employees to develop a profile and to build a network of colleagues. Networking is most effective when all employees are positioned to properly engage and participate.
- Stand-up and nurture key communities that align with the company's business to enable employees to easily connect, collaborate, share and learn from experts.





Thank you for allowing us to share our expertise with you.

For additional case information:

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Contact me:

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Read my Unisys Blog:

Communities: The Hub of Social

Collaboration

http://blogs.unisys.com/index.php/2012/03/13/com

munities-the-hub-of-social-collaboration-3/

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