



CLC HUMAN RESOURCES

Driving Collaboration Through Social Media

A FRAMEWORK FOR MEMBER CONVERSATIONS

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Collaboration is a top priority for organizations.

- Improving the connections across the workforce continues to be a top priority for organizations.



“We have people in 23 offices working on the same project, we have to figure out how to get them to work together to get it done.”

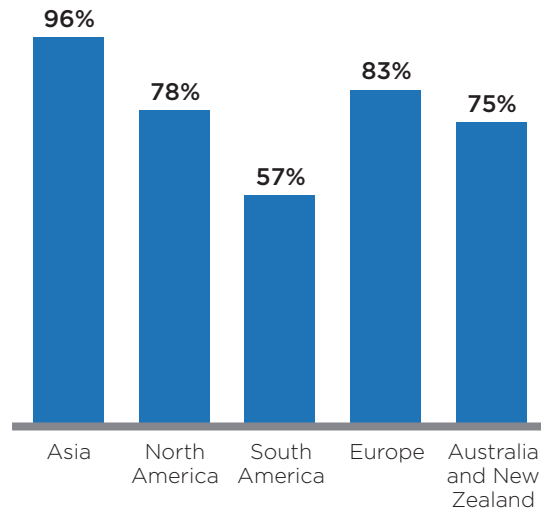
Chief Human Resources Officer
Technology Company

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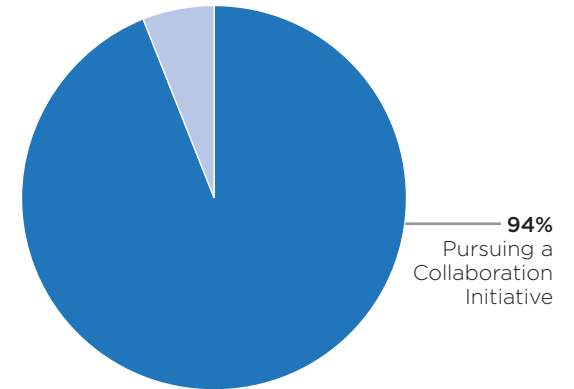
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COLLABORATION IS A TOP PRIORITY

Percentage of Organizations Reporting Improving Collaboration is a High Priority



Percentage of Organizations Pursuing a Collaboration Initiative



Collaboration Defined

Collaborate [kuh-lab-uh-reyt]:

The act by which people come together, regardless of location, to jointly produce knowledge, work, and/or share knowledge.

Business units that are effective at collaboration outperform those that are not by:

- Up to 36% on revenue targets
- Up to 38% on employee engagement

Source: Infrastructure Executive Council research; Corporate Leadership Council research.



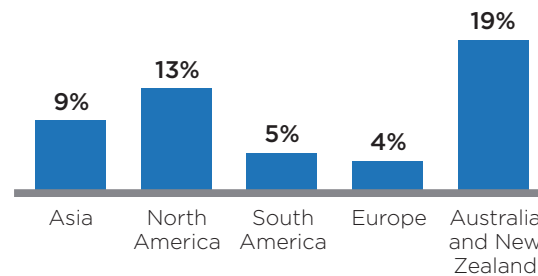
Organizations are ineffective at driving collaboration.

- Effective collaboration remains an elusive goal for many organizations.
- One of the main rationales for the lack of effectiveness at collaboration are the many factors that impact an organization's ability to collaborate.

MOST ORGANIZATIONS STRUGGLE AT COLLABORATION

Organizations Are Ineffective at Driving Collaboration

Percentage of Organizations Reporting Effectiveness at Collaboration



Potential Explanations for Collaboration Difficulty

- Employees don't know who to connect with
- It is difficult to facilitate collaboration across information "silos"
- Facilitate connections between employees
- Legal constraints inhibit collaboration
- Managers don't encourage collaboration
- Senior leaders don't support collaboration
- The organization does not communicate a purpose for collaboration
- The organization is too focused on short-term results
- The organization lacks the appropriate technology or platform to effectively facilitate collaboration
- The organizational environment is not supportive of collaboration
- There is no platform to collaborate on
- There are poor processes for collaboration
- There is a lack of budget for collaboration
- There is a lack of clarity regarding what the right information to share is
- There is a lack of incentives to encourage collaboration among employees
- There is insufficient time created for employees to collaborate
- There is no coordinated approach to collaboration
- There is no organizational accountability for driving collaboration
- Typical work processes are not conducive to collaborating

To improve their effectiveness at collaboration, organizations are turning to social media tools.

INVESTMENT IN SOCIAL MEDIA INCREASING

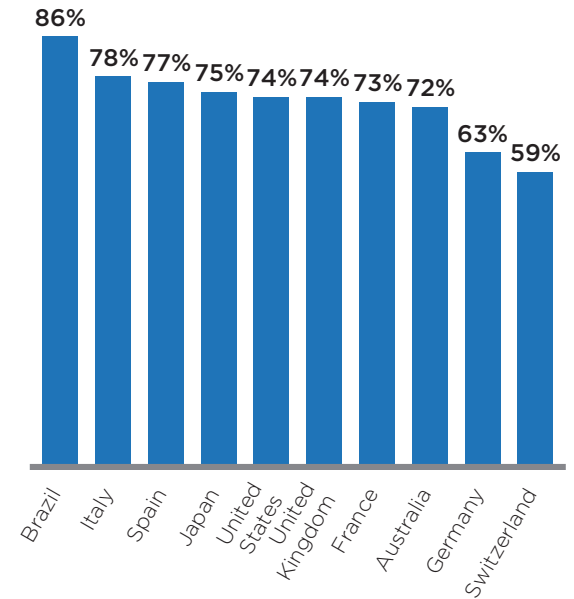
Social Media Defined

Social Media [soh-shuhl mee-dee-uh]:

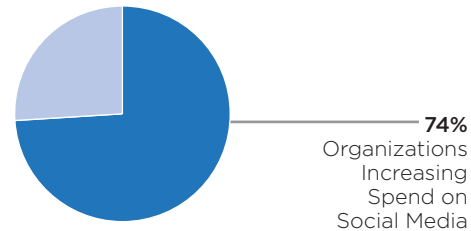
A technology platform that enables multi-way communication.

Social Media Growth

Global Social Media Users in 2010
(As a Percentage of Internet Users)



Percentage of Organizations Increasing Spend in Social Media



“We’re much bigger than we used to be, and much more distributed geographically. Using Social Media to help people jumpstart connections in the company has a long range pay off.”


General Manager HR, Mining Company

Organizations are using social media in a variety of ways.

- While many potential applications of social media usage exist, we are focusing on social media usage to drive employee productivity.

MULTIPLE REASONS TO INVEST

Corporate Uses of Social Media

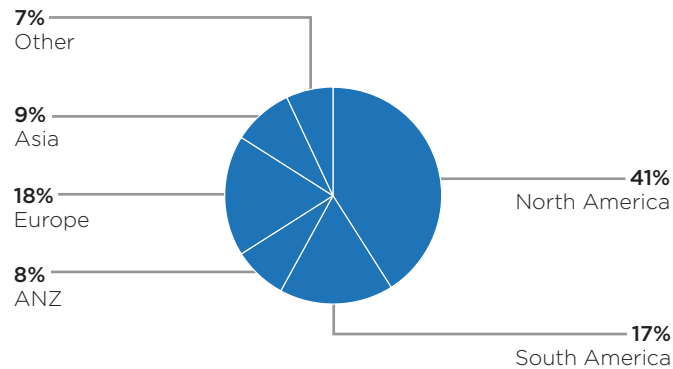
	Mission	Example	How CEB Helps
To Listen	<p>Conduct Market Research Leading organizations review customer feedback and comments posted to social media sites, test possible product and marketing ideas, and observe what customers are saying about their competitors. Many organizations employ vendors to monitor customer feedback and negative comments.</p>	Social Media “Scraping” Tools	 A CORPORATE EXECUTIVE BOARD Company
To Deepen Relationships	<p>Improve Service Organizations use social media as an additional channel to respond to customer and employees questions.</p> <p>Improve Branding and Customer Engagement Social media allows organizations to establish a dialogue with their customers and employees and gain additional mind share.</p>	Blogs, Podcasts	Marketing Leadership Council and Communications Executive Council
To Acquire New Customers	<p>Identify and Engage Prospective Customers Though it is more difficult to use social media as an acquisition tool rather than as a relationship-building tool, some institutions deploy social media to better understand and reach out to prospective customers.</p>	Discussion Forums	
To Recruit Employees	<p>Establish Your Employee Value Proposition Some organizations use social media to target potential recruits and further their employment brand.</p>	Participatory Content Sites	CLC Recruiting
To Drive Productivity and Performance	<p>Enhance Collaboration and Performance Many organizations use social media to mobilize employees, facilitate knowledge exchange, and enhance collaboration. For example, some organizations use Yammer to increase awareness of what employees across business units are working on and share ideas.</p>	Social Networking Sites	FOCUS OF TODAY

CLC Human Resources analyzed the factors that are the most important for leveraging social media to build a more collaborative environment.

- Data was collected from more than 250 Heads of HR on collaboration and social media at their organization.
- More than 20,000 employees were surveyed on the state of collaboration and social media at their organization.
- Interviews were conducted with more than 100 executives in other Corporate functions to determine their approach to collaboration and social media.

METHODOLOGY

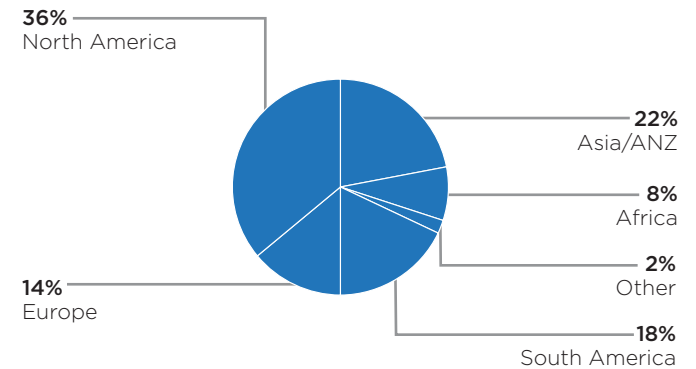
Survey of Chief Human Resources Officers on Collaboration and Social Media



Analysis of Collaboration and Social Media Strategies From Other Corporate Functions

- IT
- Communications
- Marketing
- Sales

Survey of Employees on Collaboration and Social Media



Sample Focus Areas of Analysis

- Collaboration Tools and Infrastructure
- Organization Approach to Collaboration
- Incentives, Rewards, and Accountability Associated With Collaboration

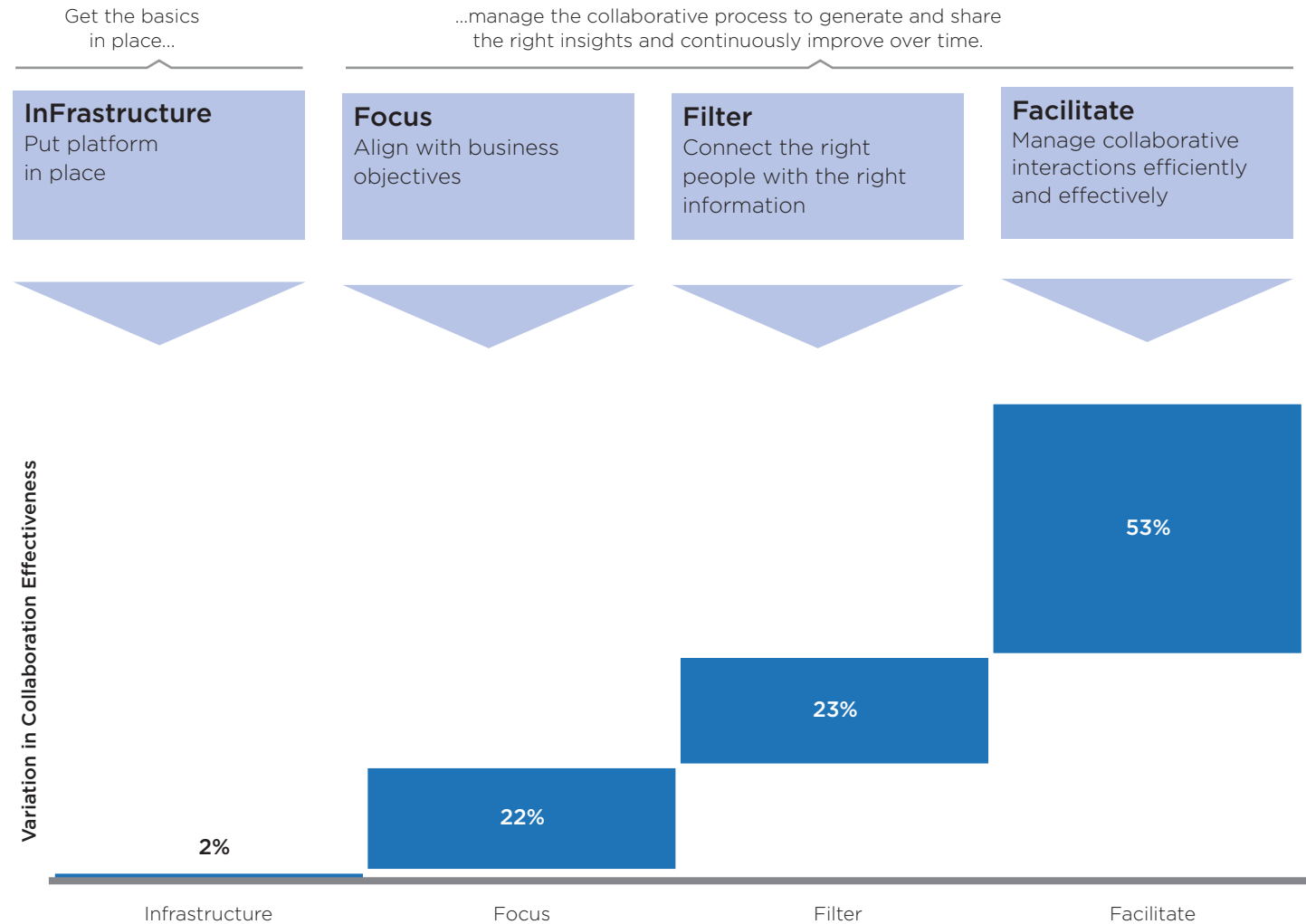


The best organizations focus on four key components of social media-enabled collaboration.

- While an inFrastructure platform must exist, by itself it is not a differentiator of social media-enabled collaboration effectiveness.
- Focus, Filter, and Facilitate are all important for improving collaboration over social media.

THE IMPACT OF THE FOUR “F”S

The Four Keys to Effective Social Media-Enabled Collaboration



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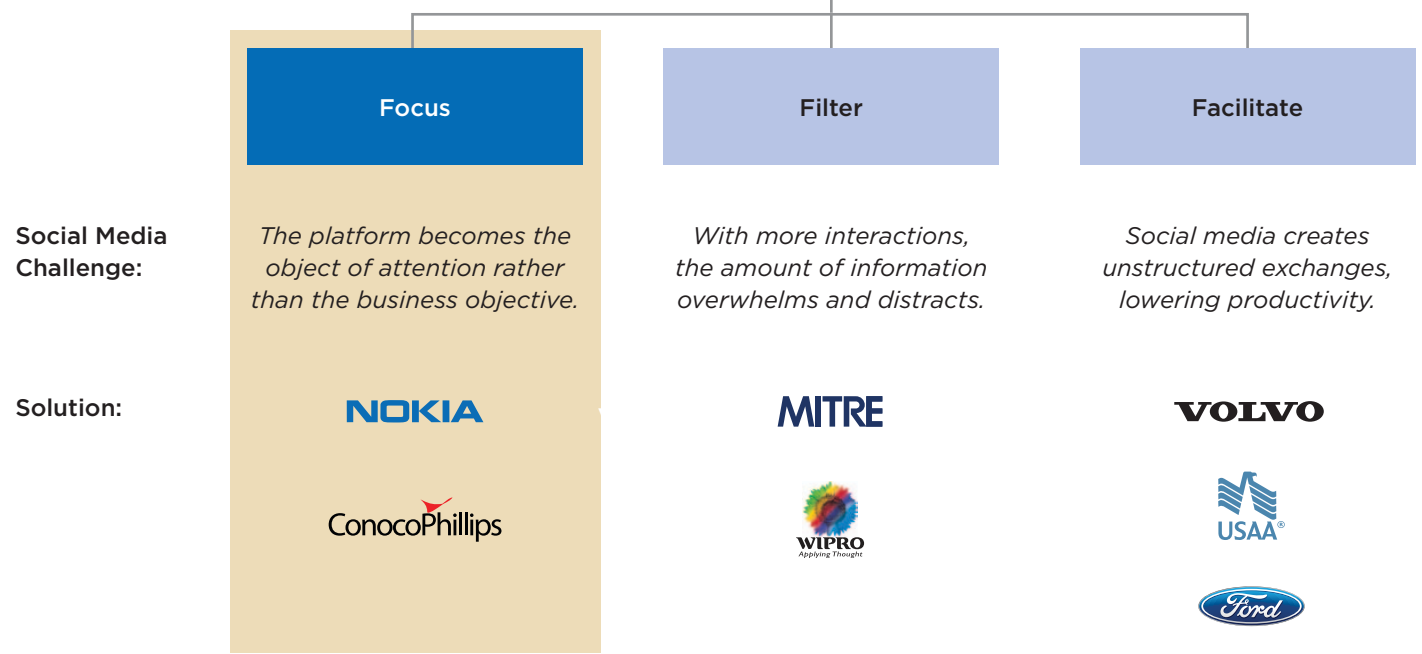
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Source: CLC Human Resources, *Head of Function Survey*, 2011.



Organizations invest in social media to capitalize upon its strengths to improve their collaboration capabilities across the collaboration requirements.

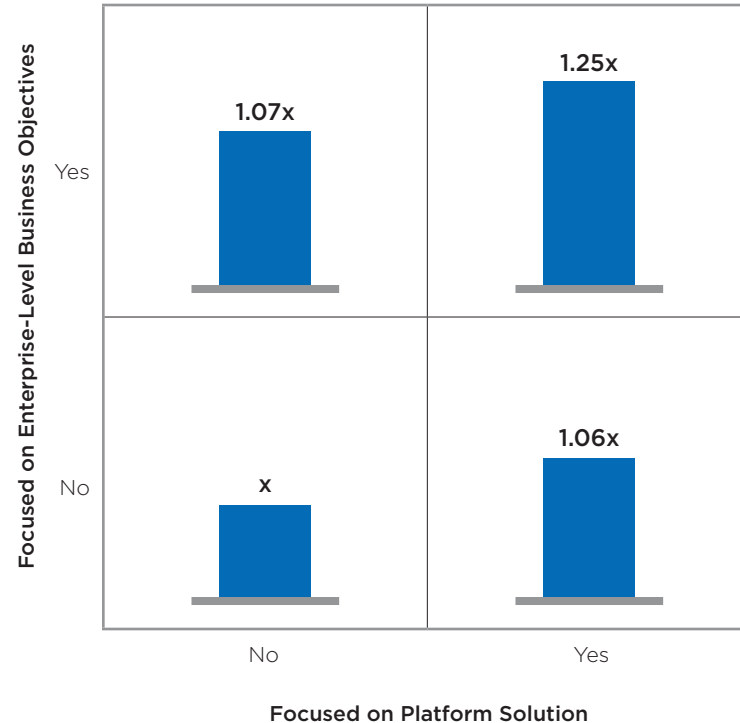
SOCIAL MEDIA HAS THE POTENTIAL TO IMPROVE COLLABORATION



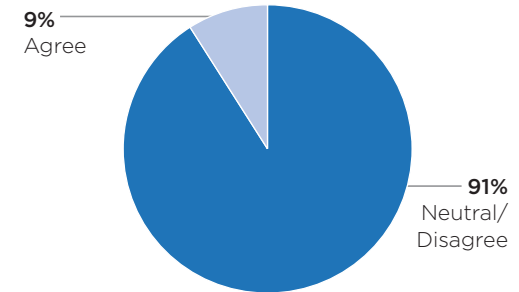
Organizations can increase collaboration effectiveness by up to 25% by directing social media toward business objectives and the relevant collaborative tools.

FOCUSING ON BUSINESS OBJECTIVES IMPROVES COLLABORATION EFFECTIVENESS

Impact of Focus on Collaboration Effectiveness



“Social Media Is Deployed With a Clear Link to a Desired Business Outcomes.”
Percentage of HR Executives



Social media is not aligned toward business needs because:

- Organizations do not identify specific needs and align social media to them.
- The connection between social media collaboration and business needs weakens over time.

NOKIA

ConocoPhillips

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Source: CLC Human Resources, *Head of Function Survey*, 2011.

Nokia filters social media tools to push users towards those tools most likely to drive business outcomes.

- An audit of current social media tools gives a more accurate understanding of the range of tools currently in use.
- Nokia defines the needs of its filtered social media portfolio by identifying how social media enables employees to contribute more effectively to business priorities.
- For each social media need, Nokia applies a set of simple business-relevant filters to identify a preferred tool that will drive business impact.

“Our internal approach to social media has increased openness, participation, interaction, and engagement with our employees.”
 Matthew Hanwell, HR Director, Communities and Social Media, Nokia

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PRIORITIZE SOCIAL MEDIA EFFORTS AROUND FEWER TOOLS

1 Audit Social Media Tools

- Use IT to run an internal count
- Search for Nokia-associated enterprise accounts on external sites (e.g., YouTube, Facebook, Twitter)
- Conduct pulse survey of business leaders and social media “gurus” to identify ‘rogue’ purchases of social media tools



Approximately 30–40 different platforms, tools, and applications surfaced across Nokia.

2 Define Social Media Needs

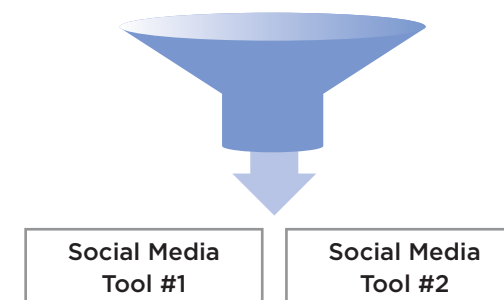
- Conversation
- Network building
- Collaboration
- Online work spaces
- Multimedia



What are the things that employees *need* social media *to do* to make them more effective?

3 Prioritize Tools Using Business-Relevant Filters

- Easy for employees to use
- Alignment with corporate marketing/communications strategy
- Integration with current or future applications and platforms
- Reporting capabilities



Prioritization of tools that facilitate social media needs and match prioritization criteria.





Nokia assesses business activities against the key communications attributes of tools in its streamlined social media capability portfolio.

- Using consistent criteria to define the communication needs of business activities allows Nokia to identify where social media will add greatest value.



“Our focused social media portfolio has enabled us to use these tools to support critical business events and activities allowing new levels of open dialog and participation.”

Juha Äkräs
Head of HR
Nokia

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IDENTIFY WHERE SOCIAL MEDIA CAN ADD VALUE TO EXISTING BUSINESS ACTIVITIES

Social Media Business Alignment Tool

Illustrative

Activity	Are These Communication Needs of Your Activity? The more times you answer “Yes,” the more likely social media will help your audience derive more value from the activity.					Potential Social Media Synergy?
	Public	Immediate	Participatory	Connected	Tangible	
CEO Webcast	Yes	Yes	Yes	Yes	No	Yes
Senior Executive “Prime Time” Event	Yes	Yes	Yes	Yes	No	Yes
HR Summit	Yes	Yes	Yes	Yes	Maybe	Yes
Tech Integration Initiative	Yes	Yes	Yes	No	Yes	Yes
Performance Management Redesign Working Group	No	No	Yes	Yes	Yes	Maybe
Pulse Survey	Yes	Yes	Yes	No	No	Maybe
Pre-Onboarding for New Hires	No	No	Maybe	Yes	Maybe	No
New Product Marketing Campaign	Yes	No	No	No	Yes	No
Notification of Individual Merit Increase	No	Yes	Maybe	No	No	No

Activities to be assessed are identified by Nokia’s social media team or proactively flagged by stakeholders associated with that activity.

Structured approach to communication needs analysis identifies non-obvious opportunities for adding value through social media.





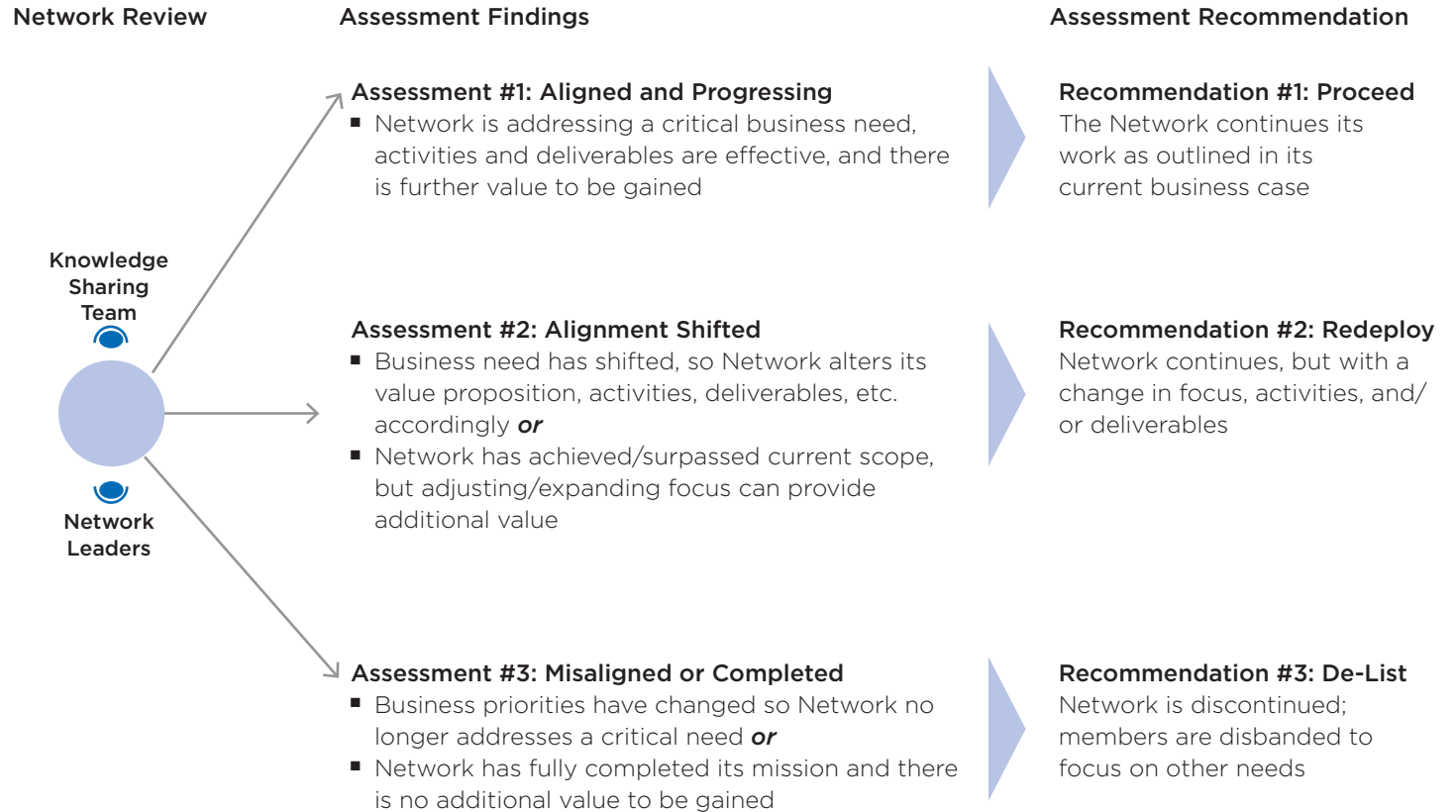
ConocoPhillips manages identified Network mission creep by redirecting or discontinuing Networks when necessary, based on assessment findings.

- When the assessment finds that Networks are no longer aligned to critical business priorities or focused on creating business value, the Knowledge Sharing Team can redeploy the Network with a new purpose or set of deliverables or de-list it.

ASSESSMENT RECOMMENDATIONS ENSURE ONGOING BUSINESS ALIGNMENT



Business-Alignment Assessment Process and Assessment Recommendations



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Source: Enterprise Architecture Executive Council research; CLC Human Resources research.

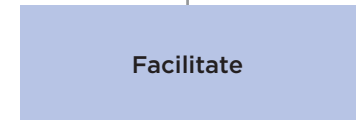
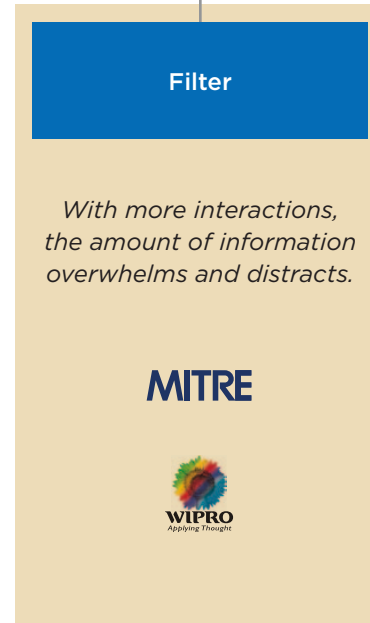
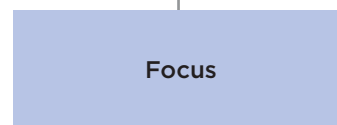
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Organizations invest in social media to capitalize upon its strengths to improve their collaboration capabilities across the collaboration requirements.

SOCIAL MEDIA HAS THE POTENTIAL TO IMPROVE COLLABORATION



Social Media Challenge:

The platform becomes the object of attention rather than the business objective.

With more interactions, the amount of information overwhelms and distracts.

Social media creates unstructured exchanges, lowering productivity.

Solution:

NOKIA

ConocoPhillips

MITRE

WIPRO
Applying Thought

VOLVO

USAA

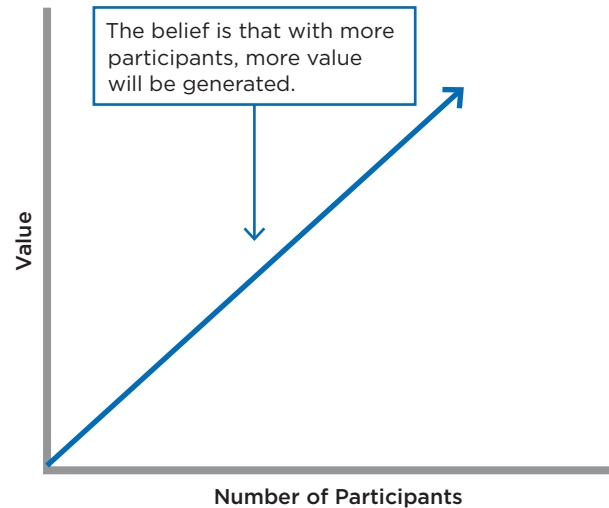
Ford

Most organizations are united in their aspiration for social media to enable the production of the most value for and from the most employees.

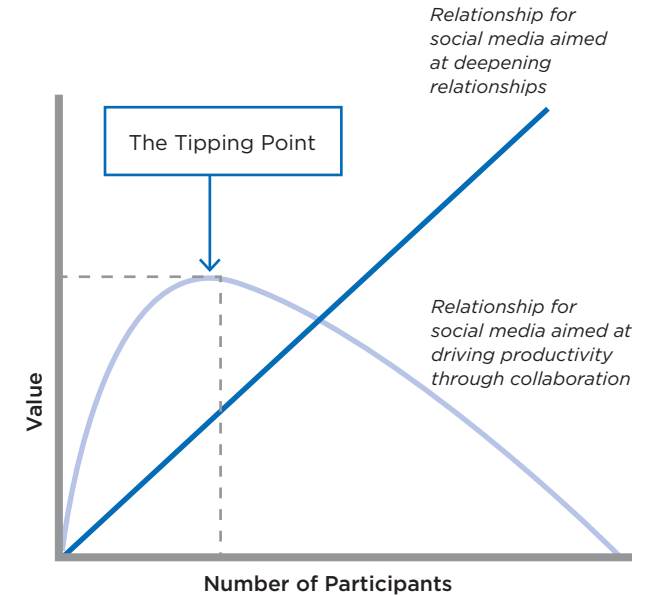
- According to “Dunbar’s number” theory¹, the tipping point after which you get diminishing returns on value as the number of participants in a network increases, is 150 participants for face-to-face collaboration.
- While social media might extend that number, it does not extend it infinitely.

COMMON AIM: GET THE MOST VALUE FROM THE MOST PEOPLE

The Relationship Organizations Expect to See Between Number of Social Media Network Participants and the Value Gained



The Actual Relationship Between Number of Social Media Network Participants and the Value Gained



IMPLICATIONS

- Ensure the right people are in the network
- Ensure the right people are producing the best content for the network

MITRE



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¹ “Dunbar’s number” is a theoretical cognitive limit to the number of people with whom one can maintain stable social relationships. No precise value has been proposed for Dunbar’s number. It has been proposed to lie between 100 and 230, with a commonly used value of 150.

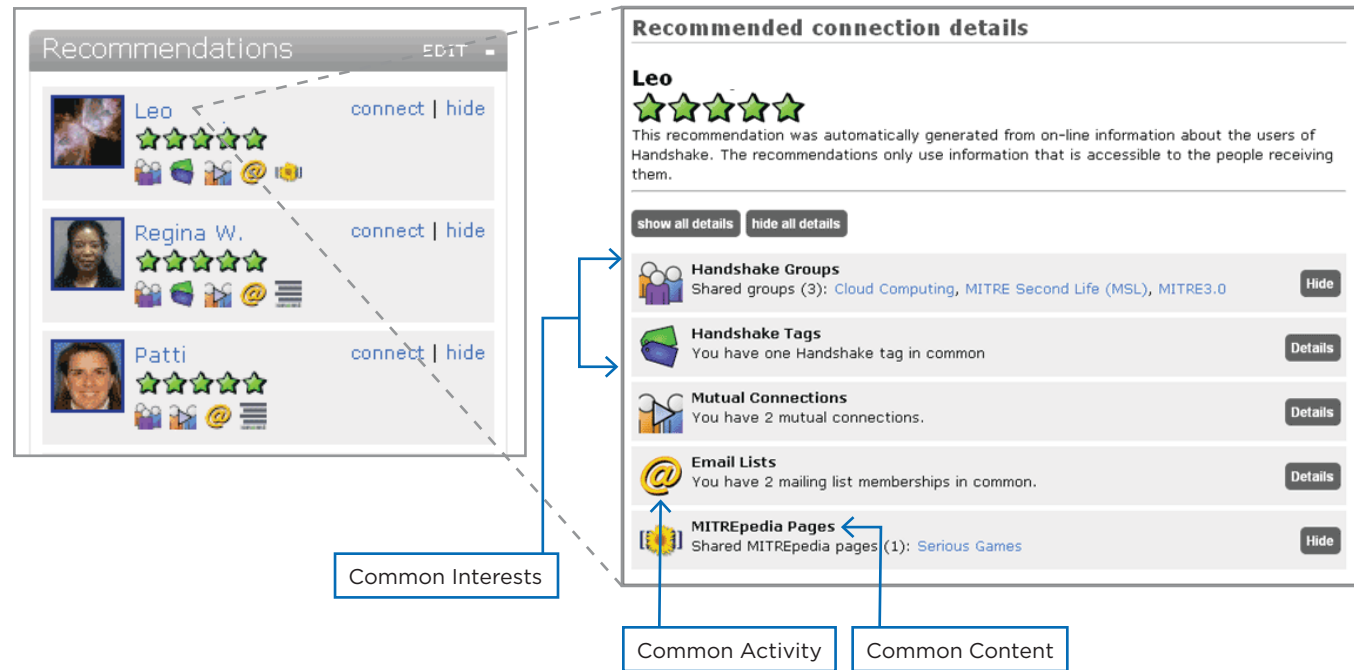
MITRE encourages quality social media connections using business-related criteria, ensuring employees connect based on work needs not habitual connection patterns.

- MITRE's "Handshake" tool suggests connections to colleagues that could improve productive work collaboration.
- Key recommendation criteria are:
 - Common *Interests* (e.g., submissions around business topics).
 - Common *Activity* (e.g., listserv membership).
 - Common *Content* (e.g., contributions on a wiki).
- Mutual connections are incorporated, but are only one criterion.
- Suggestions are NOT based on function, title, proximity, or other criteria that employees traditionally use to create (ineffective) connections.

BRING THE BEST PEOPLE FORWARD



MITRE's Connection Recommender



CLC INSIGHT—Other Ways Organizations Can Connect the Right People

MITRE's Expertise Finder and Connection Recommender are tools on its social media platform. Other organizations could suggest productive connections in different ways, for example:

- When employees submit an idea to the network, they receive notification of other contributors that have submissions on topics with similar keywords, or experts on those topics.
- After a certain number of employees contribute concepts on a similar topic, a new sub-network is created—with only those relevant employees as members—to collaborate on that topic.
- Network managers review contributions and connect employees and experts with similar ideas.

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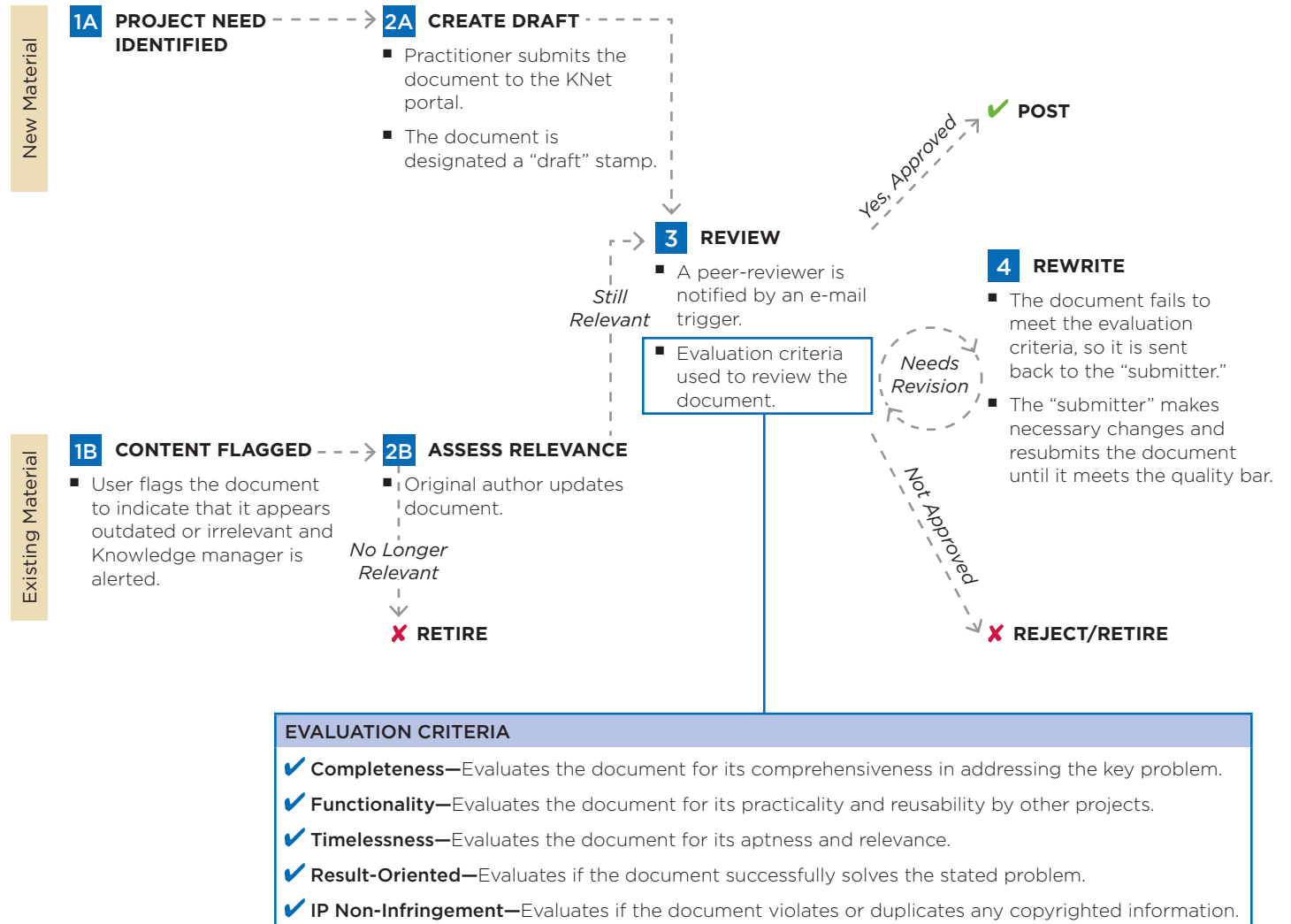


Wipro uses a mandatory peer-review mechanism for all submissions to its social media platform to ensure the content submitted is at the right quality.

- A subject matter expert performs the peer-review using a set of criteria to evaluate each software-based submission for its relevance and reusability.
- Wipro's evaluation criteria ensure that available information is reusable and at the appropriate quality level, providing a high return on investment and assuring that all submitted documents meet a high standard.
- Wipro ensures content quality over time by enabling all employees to flag outdated or irrelevant content; flagging triggers a review process that results in the rewriting and review of relevant content or the removal of obsolete content.

MANAGING CONTENT QUALITY

Wipro's Peer Review Process



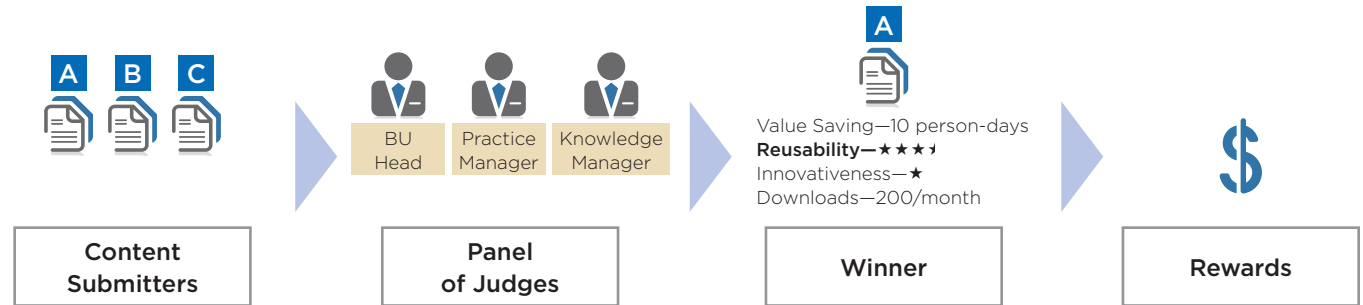
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Wipro provides rewards and public recognition for contributions to the social media platform based on the *value* a submission generates.

- Rewards are decided on the basis of the submission’s reusability and/or innovativeness, and the number of downloads in a given time period.
- Qualifying practitioners are rewarded through tangible rewards, such as gift vouchers and cash prizes, and intangible rewards, such as “Peer Recognition” certificates.
- Public recognition of high-quality contributions provides other employees with examples of good contributions.

REWARDING HIGH-VALUE, HIGH-QUALITY CONTRIBUTIONS

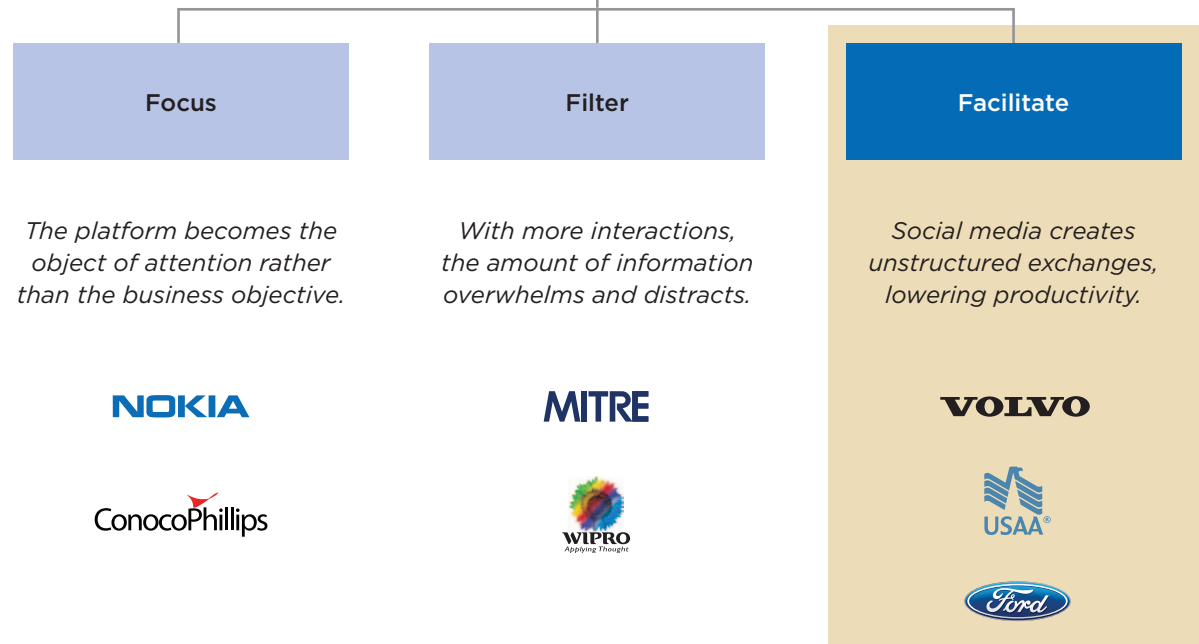


What are value-based rewards?	Who decides the winner?	How is a winner selected?	What are its benefits?
<ul style="list-style-type: none"> ▪ KNet rewards practitioners on the basis of the quality and reuse value of their submissions. 	<ul style="list-style-type: none"> ▪ A panel of judges comprising BU heads, domain experts, and knowledge managers evaluate each entry. 	<ul style="list-style-type: none"> ▪ The following criteria determines the winner: <ul style="list-style-type: none"> - Value of the submission based on its reusability - Number of downloads - Innovativeness of the submission 	<ul style="list-style-type: none"> ▪ Rewards are focused on incenting high-value participation, rather than just more participation.



Organizations invest in social media to capitalize upon its strengths to improve their collaboration capabilities across the collaboration requirements.

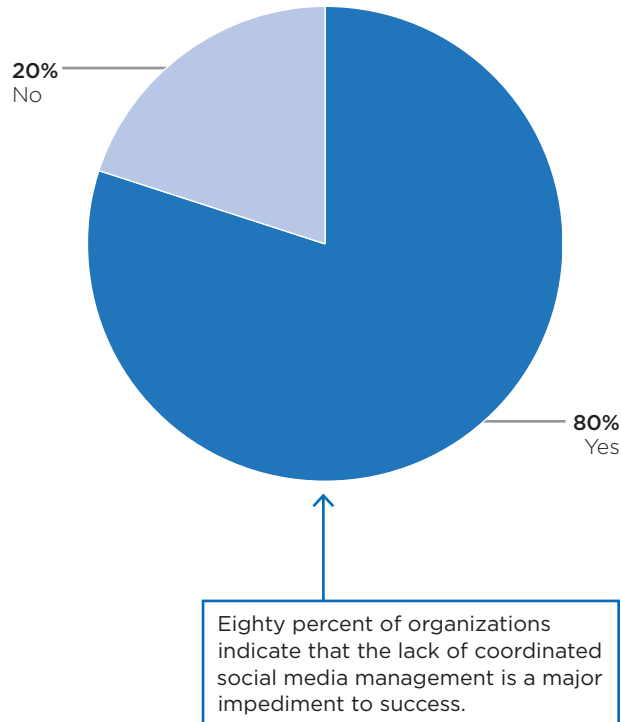
SOCIAL MEDIA HAS THE POTENTIAL TO IMPROVE COLLABORATION



Organizations recognize that poor management of social media platforms is a significant impediment to the success of collaboration via those platforms.

DIFFICULT TO IDENTIFY THE RIGHT SOCIAL MEDIA MANAGEMENT MODEL

Uncoordinated Management Approach to Social Media Prevents Productive Outcomes
Percentage of Responding Organizations



Considerations for the Right Management Structure

Composition

- How large should the management team be?
- How many team members should be centralized and full-time versus from business units and part-time?
- Should the management team include external consultants?
- Does each function need to be represented on the team?

Accountability

- Should it have its own budget?
- What should its span of control be?
- Who should it report to?
- How will this team be held accountable for its performance? And by whom?

Capabilities

- Is it essential that all team members have social media expertise?
- What other core skills and competencies does the team need to have?

Scope of Responsibility

- Should it just manage the social media platform (adoption, training, etc.), or also the content and activity that takes place over the platform (ensuring it aligns with strategic goals, etc.)?
- Should it manage both external, customer-facing social media and internal social media?



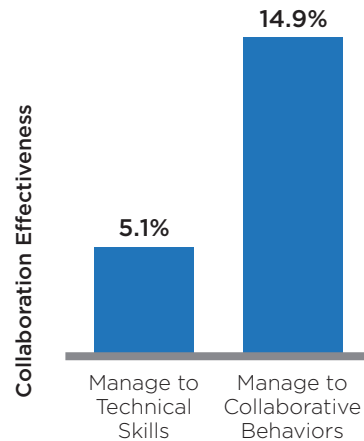
Regardless of the model used to manage the platform, organizations should make sure it adheres to three key principles to ensure effective collaboration.

MANAGEMENT PRINCIPLES FOR EFFECTIVE COLLABORATION

Three Key Management Principles for Maximum Collaboration Effectiveness

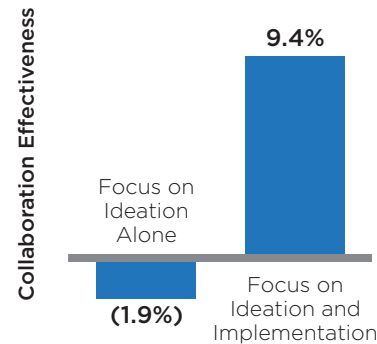
1 Focus on Collaborative Behavior

Manage to the behaviors that drive productive collaboration rather than to the technical skills used in social media interactions.



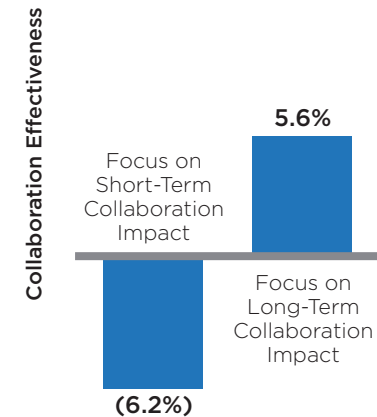
2 Extend to Implementation

Extend the scope of social media management from creating to implementing the best ideas.



3 Manage for Continuous Improvement

Continuously improve collaborative social media strategies and processes by focusing on the different needs of users and capturing goal-oriented measures.



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Source: CLC Human Resources, 2009 Employment Value Proposition Survey, 2009.

Rather than focus exclusively on collaboration tool offerings, Volvo applies NetAge's framework to measure specific attributes of effective team behavior.

- Volvo periodically assesses the key behaviors that drive virtual team effectiveness to continually improve team performance.
- Volvo uses the assessment to identify team performance gaps and strengths so it can design shared work spaces that effectively target team needs. See Component #2 for examples.

Company Snapshot

Volvo
 Industry: Automotive Manufacturing
 2010 Revenue: US\$39,024 M
 Employees: 94,250
 Headquarters: Torslanda, Sweden

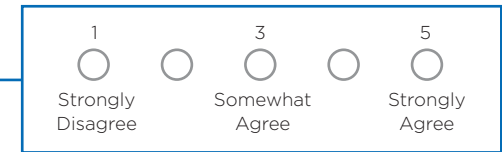
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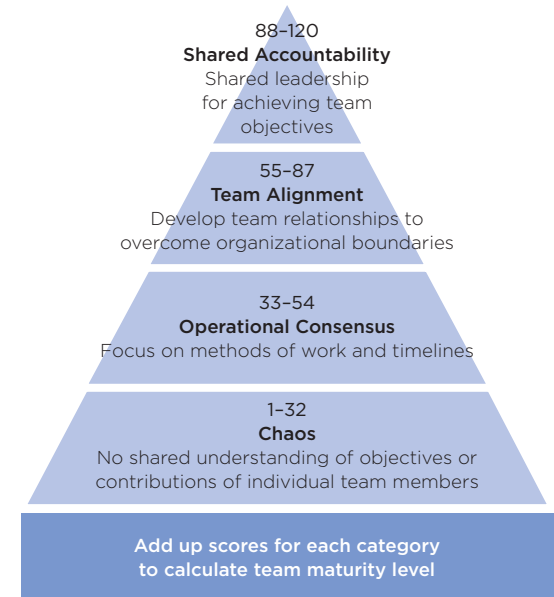
MEASURING TEAMS, NOT TOOLS

NetAge Virtual Team Effectiveness Assessment

<p>Purpose <i>How aligned is the team's understanding of goals, actions, and expected results?</i></p> <p>Cooperative Goals</p> <ul style="list-style-type: none"> Everyone has the same picture of overall purpose Team discusses, agrees, and reviews clear, simple goals <p>Interdependent Tasks</p> <ul style="list-style-type: none"> Everyone follows the same process for doing similar work Team looks for ways to interconnect and improve work processes <p>Concrete Results</p> <ul style="list-style-type: none"> Everyone understands the deliverables Team develops and reviews measures and milestones for deliverables 	<p>Links <i>How comfortable is the team with communicating internally?</i></p> <p>Multiple Media</p> <ul style="list-style-type: none"> A variety of media is available and accessible Team uses collaboration tools consistently and creatively <p>Boundary-Crossing Interactions</p> <ul style="list-style-type: none"> Team has collaboratively established operating agreements that are actively applied Team actively implements strategy for engagement across organization boundaries <p>Trusting Relationships</p> <ul style="list-style-type: none"> Team has high level of trust Team members build "social capital" through multiple connections
<p>People <i>How familiar is the team with roles and responsibilities?</i></p> <p>Independent Members</p> <ul style="list-style-type: none"> People have the freedom and flexibility to do their work The team continuously clarifies roles, responsibilities and competencies needed <p>Shared Leadership</p> <ul style="list-style-type: none"> Leadership is widely distributed and shifts as needed Individuals are encouraged to lead and to follow as appropriate <p>Integrated Levels</p> <ul style="list-style-type: none"> Key system interdependencies are clearly articulated (looking up, down and across boundaries) People are encouraged to talk across levels 	<p>Time <i>How clear are project timelines and milestones?</i></p> <p>Common Calendar</p> <ul style="list-style-type: none"> Team has clear milestones and schedules of dates People are aware of ongoing key team dates and cultural calendar <p>Interrelated Projects</p> <ul style="list-style-type: none"> Task timelines are collaboratively established Team is able to adapt to rapidly changing conditions <p>Awareness of Phase</p> <ul style="list-style-type: none"> Team has clear view of its lifecycle and current phase People discuss team processes and suggestions for improvements



Virtual Team Maturity Scale



Note: See Appendix for additional details regarding Volvo's practice.

Source: CIO Executive Board research; CLC Human Resources research.



USAA increases the quality of future ideas by posting feedback and updates on ideas through the social media platform, educating employees on what makes a successful idea.


- Innovation evangelists and the innovation team provide feedback to individuals if their idea is not approved at any stage. This feedback is posted openly on the platform, so other employees can see why ideas do not move forward.
- As ideas move through stages of approval, progress is posted on the idea thread for all employees to learn about the process and what types of ideas are approved.

TRANSPARENT FEEDBACK EDUCATES EMPLOYEES ON HOW TO DEVELOP IMPLEMENTABLE IDEAS



Why Ideas Succeed

All users can follow ideas as they progress against approval milestones, learning what types of ideas are desired by the organization.


Promoted
 10,120
 Points

Integrate IT Release dates with Outlook Calendar Idea has been Implemented!

Here is my idea: Create a shared calendar or file to import into Outlook so release dates are synced and viewable.

3 Comments » Posted by John Doe on 4/14/2011 12:45 PM

▶ Additional Information


Comments Add Your Comment

Edit | Del John Smith
 4/14/2011 12:58 PM

Great Idea! It would also be good if we could incorporate some key dates or events for the enterprise as well so all employees could have access.

Why Ideas Fail

Detailed feedback is provided in the event an idea does not meet an approval milestone, teaching employees how to improve.


Promoted
 0
 Points

Provide concierge service for employees

Provide an area, perhaps inside the company stores, that provides a concierge service for employees. The service would provide travel guides and trip planning tools, help with photos, and videos; restaurant and hotel reviews; and dry cleaning and auto care services. This will give employees more time to spend with their loved ones and in turn, they will be better employees to USAA.

Innovator Comment: Thanks for taking time to suggest an idea, however the purpose of this platform is to drive USAA specific business ideas that reduce cost, produce revenue or significantly improve the member experience.

0 Comments » Posted by Jane Doe on 4/14/2011 1:04 PM

Idea Approval Milestones

- 1 Idea is assigned to innovation evangelist
- 2 Business case for idea is accepted by business leaders
- 3 Resourcing for idea is approved
- 4 Idea is implemented



While most organizations only reward ideas that are actually implemented, USAA rewards employees as ideas reach incremental approval milestones to focus employees on the basic hurdles that derail most ideas.

- Employees are increasingly rewarded as ideas progress, both to incent contributions and to provide examples to other employees.
- To encourage collaboration on ideas, USAA also rewards collaborators that contribute to successful ideas.

INCENT THE RIGHT BEHAVIORS BY REWARDING EMPLOYEES ON INCREMENTAL SUCCESS AND PRODUCTIVE COLLABORATION



Idea Approval Milestones

1 Idea is assigned to innovation evangelist



2 Business case for idea is accepted by business leaders



3 Resourcing for idea is approved



4 Idea is implemented

Rewards for Idea Originators and Collaborators



Celebrating Collaboration



USAA hosts an annual Innovation Gala to recognize top collaborators and reinforce the importance of collaborative innovation.

Ford's social media team asks employees to identify into collaboration "persona" segments and tracks how social media needs and work challenges differ over time across key populations.

- Employees opt-in to different personas (as many as they like), which are defined by employee needs for collaboration, social media, and general workflow.
- Engaging different personas helps Ford collect diverse information based on each persona's unique needs, enabling trend identification and driving continuous improvement.

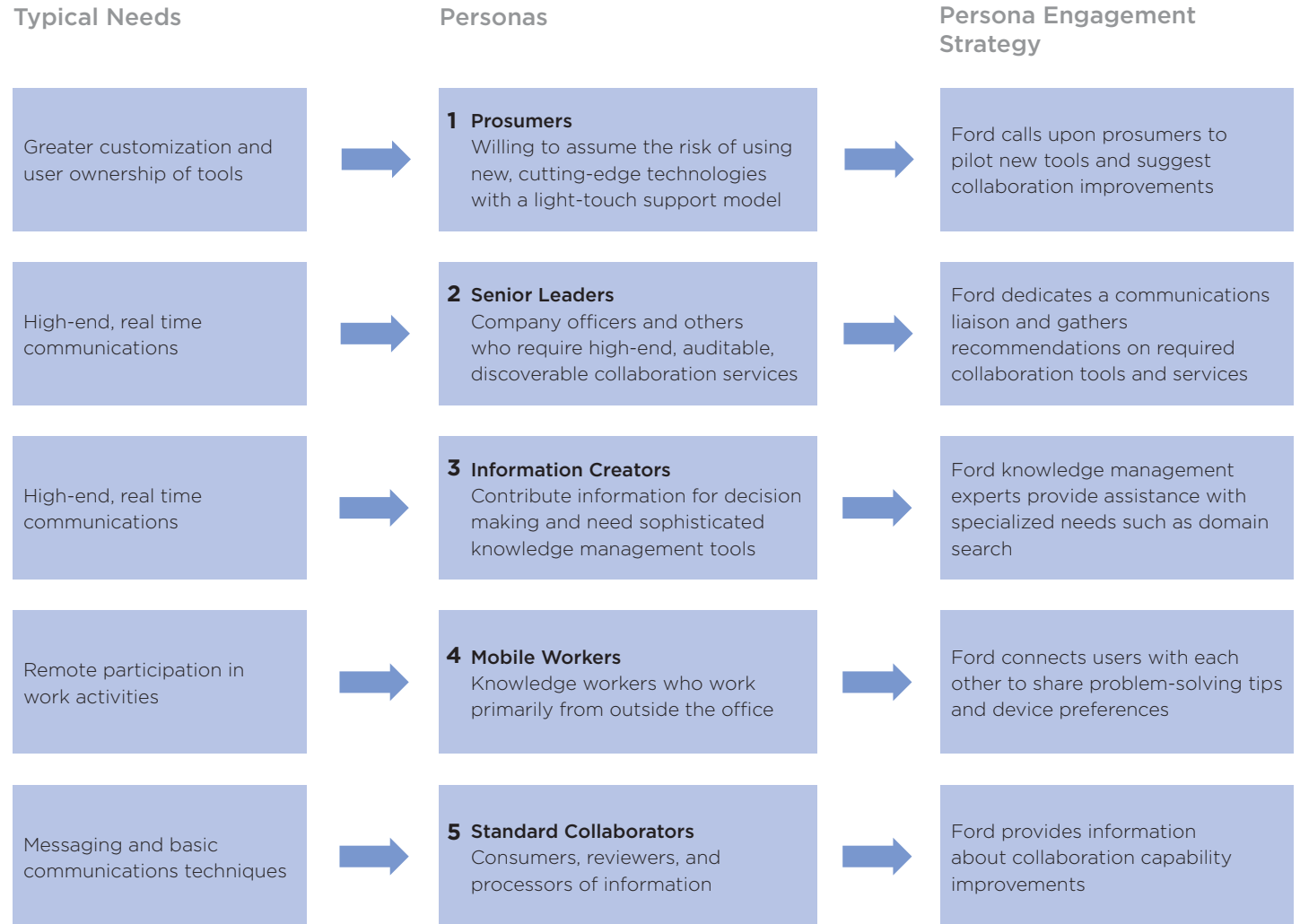
Company Snapshot

Ford
 Industry: Automotive Manufacturing
 2010 Revenue: \$128,954 M
 Employees: 164,000
 Headquarters: Dearborn, Mich.

From CLC HUMAN RESOURCES
www.clc.executiveboard.com

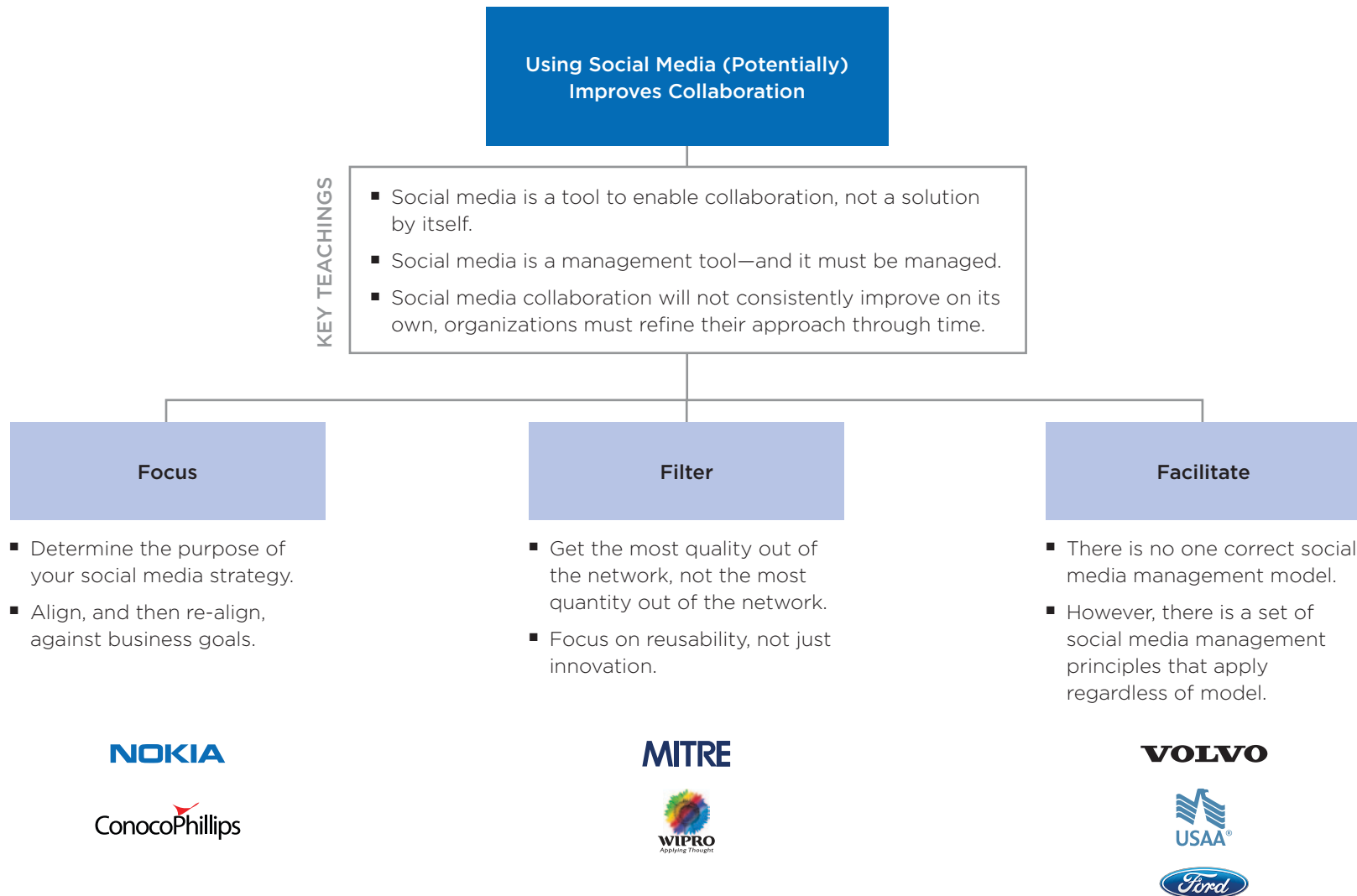
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FORD'S SEGMENTED USER NEED FEEDBACK APPROACH



Source: CIO Executive Board research; CLC Human Resources research.

KEY TEACHINGS FROM TODAY'S DISCUSSION



KEY TEACHINGS

Study-Level Teachings

- 1. Social media is a tool to enable collaboration, not a solution by itself.** Most organizations focus on the technology of social media, with the belief that the right platform and tools ensure effective collaboration. However, a heavy focus on the technology detracts from the actual underlying purpose of social media, and can lead organizations to unnecessary technology investments to find “the next best thing.”
 - The best organizations focus on identifying the underlying goals for collaboration—and the social media systems and processes that would be necessary to achieve these—agnostic of the specific social media technology.
- 2. Social media is a management tool—and it must be managed.** Some organizations believe that open, organic “ideation” social media networks generate the best idea. However, these types of networks lose focus, suffer from low quality contributions, and require much more work from the organization, resulting in lower-than-expected business results.
 - The best organizations take a quasi-organic approach to social media: allow for open discussion among employees, but actively direct social media towards specific collaborative goals, establish filters to find the right contributors and create quality content, and manage governance systems that facilitate effective collaboration.
- 3. Social media collaboration will not consistently improve on its own, organizations must refine their approach through time.** Many organizations assume that social media platforms evolve on their own and employees adapt their activities over time to reflect changing collaboration needs. However, unmanaged social media can move in fits and starts, both moving quickly past the organization’s control or stalling without achieving any results.
 - The best organizations use an evolving set of measures to engage in rapid-cycle reviews to identify and implement against key learnings.

Focus

- 1. Determine the purpose of your social media strategy.** While many organizations believe providing collaborative technologies to employees results in impactful outputs for the business, undirected networks rarely provide the quality and quantity of desired results.
 - The best organizations create a focus for their social media initiatives (whether that’s on enterprise-wide goals or improving individual work needs, or both) to make social media collaboration more effective.
- 2. Align, and then re-align, against business goals.** While many organizations assume that collaborative networks will organically evolve over time to meet the needs of the organization, networks tend to stray from business objectives over time.
 - The best organizations continuously review their social media networks for business relevance and direction.

KEY TEACHINGS (CONTINUED)

Filter

- 1. Get the most quality out of the network, not the most quantity out of the network.** All organizations are united in their aspiration for social media: Get the most value for the most people. The typical approaches to achieve this—driving quantity and assuming quality will follow or driving quality and assuming quantity will follow—often disappoint.
 - The best organizations realize that for social media enabled collaboration initiatives the size of the network is capped. At some point, diminishing returns occur lowering the overall value of the network and the collaboration initiatives.
 - The best organizations aggressively focus on filtering. Organizations need to ensure the right participants are in the network rather than simply inviting more people to the network.
- 2. Focus on reusability, not just innovation.**
 - The best organizations also provide the support mechanisms to the network participants that drive towards reusability of the content of the network rather than building to best one-time use answer.

Facilitate

- 1. There is no one correct social media management model.** Most organizations create a social media management model and then determine which problems to solve.
 - The best organizations identify what their business challenge is, then determine which social media management model or combination of models best addresses those challenges.
- 2. However, there is a set of social media management principles that apply regardless of model.**
 - The best organizations manage social media collaboration against these principles:
 - Manage to the behaviors that drive effective collaboration rather than to the technical skills used in social media interactions.
 - Extend the scope of social media management from creating to implementing the best ideas.
 - Continuously improve collaborative social media strategies and processes by focusing on the different needs of users and capturing goal-oriented measures



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