

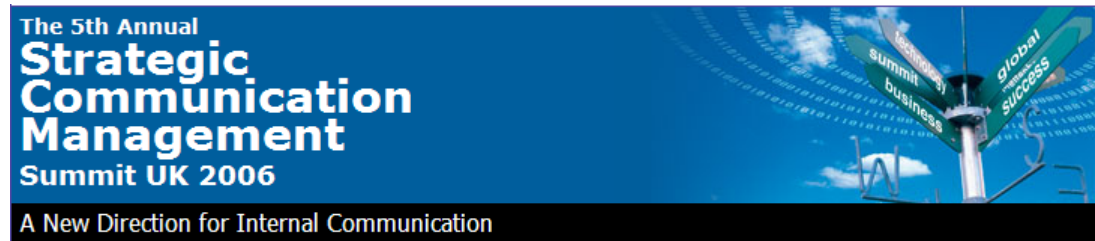
Energizing Internal Communication

Neville Hobson, ABC

www.nevillehobson.com

www.forimmediaterelease.biz

October 18, 2006



This Is Not About Technology

- Rapid, disruptive change all around us, largely driven by technology
- Changing attitudes and mindsets influenced by technology
- Shifts in trust and increasing demands for transparency facilitated by technology

It's About Relationships

- Productive
- Effective
- Constructive
- Evolving
- **Engaging**

It's About Changing Social Behaviours

- Informality
- Expressiveness
- Collaboration
- Co-creation
- Sharing
- **Engagement**

Think About It...

“Globally distributed near instant person-to-person conversations.”
- *Euan Semple*

“The most trusted internal communicator
is a frontline member of staff.”
- *Paul Charles*

“Identify the one killer issue that would make
the biggest difference to your business.”
- *Monika Stafford*

“Communication becomes credible when it is transparent.”
- *Mike Love*

What Is “Employee Engagement”?

- A concept where employees feel a strong emotional bond to the organization that employs them
- A willingness to recommend the organization to others and commit time and effort to help the organization succeed
- People are motivated by intrinsic factors (eg, personal growth, working to a common purpose, being part of a larger process) rather than simply focusing on extrinsic factors (eg, pay / reward)
- Shaped by a number of distinct variables including individual attributes - personality, role characteristics, the quality of work relationships, and perceptions of the ethos and values of the organization

- *From the Wikipedia definition, October 12, 2006*
http://en.wikipedia.org/wiki/Employee_engagement



The Social Customer Manifesto

There are no spectators anymore. Participate.

- I want to have a say.
- I don't want to do business with idiots.
- I want to know when something is wrong, and what you're going to do to fix it.
- I want to help shape things that I'll find useful.
- I want to connect with others who are working on similar problems.
- I don't want to be called by another salesperson. Ever. (Unless they have something useful. Then I want it yesterday.)
- I want to buy things on my schedule, not yours. I don't care if it's the end of your quarter.
- I want to know your selling process.
- I want to tell you when you're screwing up. Conversely, I'm happy to tell you the things that you are doing well. I may even tell you what your competitors are doing.
- I want to do business with companies that act in a transparent and ethical manner.
- I want to know what's next. We're in partnership...where should we go?

<http://www.socialcustomer.com/>

The Thin Membrane

- Employees are consumers
- Employees are influenced and have influence
- Employees want to have a say
- Employees don't want to work for or with idiots
- The fine line between internal and external communication is blurring

Let's also think of "The Social *Employee* Manifesto"

Forces of Change

Equation #1

- **Technology's low barriers to entry:**
 - + Pervasive access
 - + Growing broadband
- = ***The Net's original promise***

Equation #2

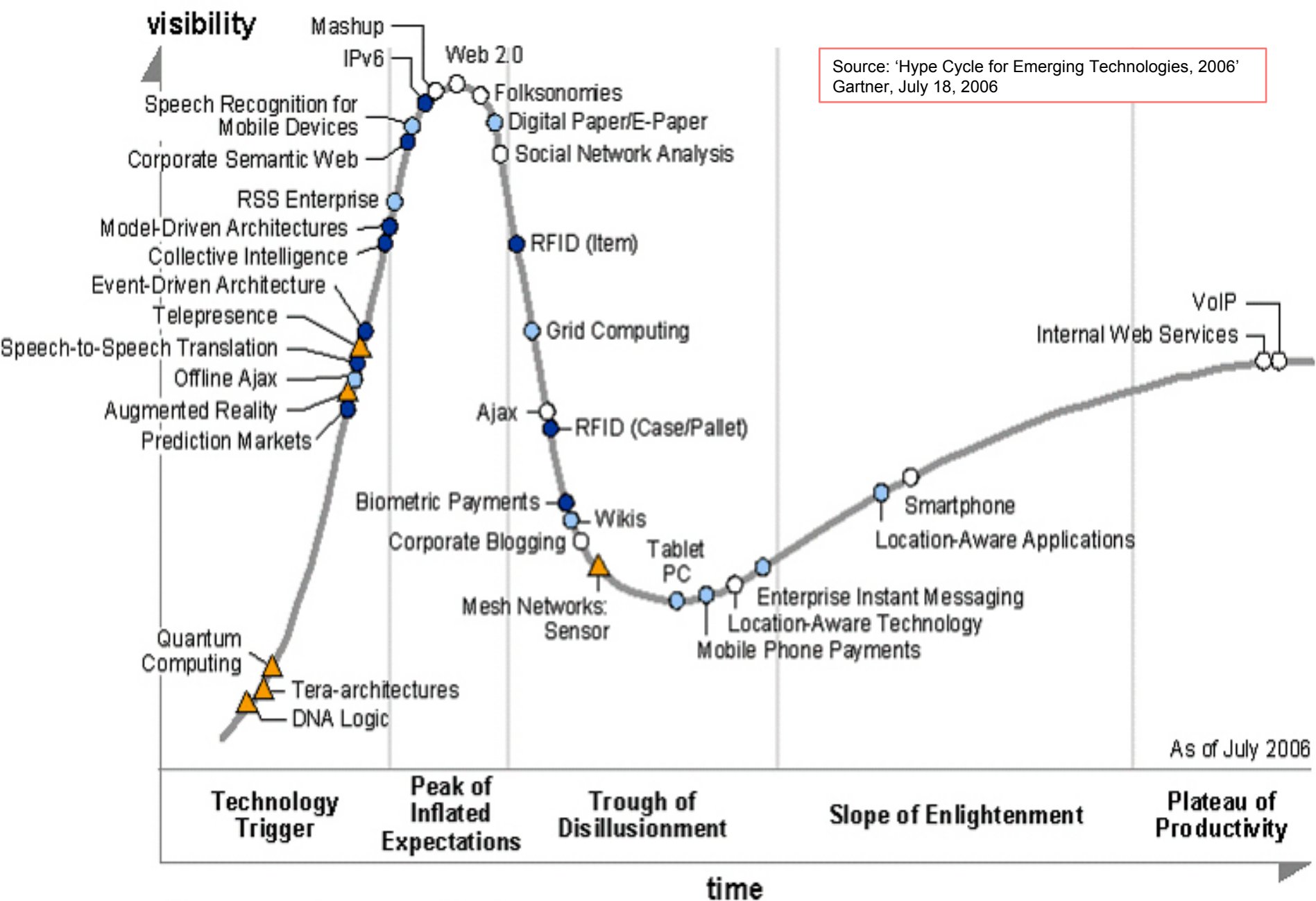
- **The Net's original promise:**
 - + Shifts in trust
 - + Demands for transparency
- = ***Tectonic change***

Relentless Advances

- Widespread use of virtual reality for education and recreation
- All government services delivered electronically
- 25% of UK workforce teleworking at least 2 days a week
- Solar reflector satellites bringing sunlight to major northern hemisphere cities
- All domestic animals tagged
- 60% of internet accesses from mobile devices
- Electronic newspapers
- Neighbourhood video surveillance networks
- Neighbourhood intranets
- People reduce tax liability by being partially paid in information products
- Worldwide population of over 65s increases by 1 million monthly
- Cybercommunity with 100 million people

Source: 'Technology Timeline' BTEExact Technologies

Source: 'Hype Cycle for Emerging Technologies, 2006'
Gartner, July 18, 2006



Years to mainstream adoption:

- less than 2 years
- 2 to 5 years
- 5 to 10 years
- ▲ more than 10 years
- ⊗ obsolete before plateau

Seismic Shifts

- Evolution from read-only to read/write and sharing/giving, aka Web 2.0
 - “Content creator” and “consumer” are being re-defined
- Anyone with a point of view can talk with the world
 - Text
 - Audio
 - Video
- Disrupting traditional businesses and models
- New companies, new ideas appearing to leverage the shifts

Seismic Shifts



Impacts

- Getting to know people – before you meet them
- Creating virtual relationships
- The virtual life extension
- **New forms of trust**

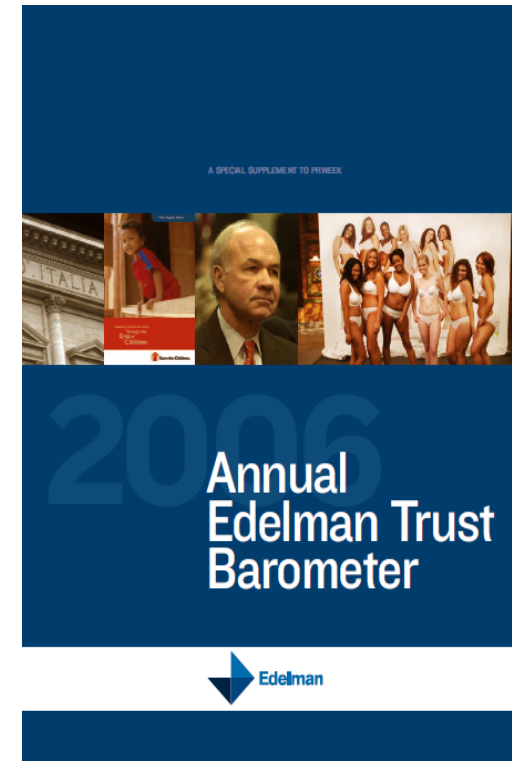
Who Do We Trust?

We trust...

- Each other
- Independent subject matter experts
- NGOs

We don't trust...

- Business
- Government
- Mainstream media



“Person like yourself or your peer” is seen as the most credible spokesperson about a company and among the top three spokespeople in every country surveyed.

– 2006 Annual Edelman Trust Barometer

The Era of Social Computing

The social structure
in which technology
gives power to
communities, not
institutions.

The Social Media Ecosystem

- The new water cooler
- “Social software”
- Informal networks
- Conversational media
- Online diaries
- Personal expression engines
- When you want, where you want, on your terms



The Social Media Ecosystem

- Blogs
- Wikis
- RSS
- Podcasts
- Videocasts / Vlogs
- Moblogs
- MMS
- Internet telephony

Tools that facilitate:

- Communication
- Engagement
- Transparency
- Trust

Tool that are:

- Complementary to traditional communication activities
- Used by organizations who recognize the social characteristics of effective communication

The Changed Workplace

- Disruptive technologies
- They herald change
 - Not every organization ready
 - Not every organization willing
- New ways of working
 - Facilitating collaboration
 - Participating in conversation
- New types of employer/employee relationships
 - Greater informality
 - Greater empowerment
 - Genuine engagement

Communication Choices

Engage and Participate	vs.	Transmit
Advocate	vs.	Preach
Influence and Persuade	vs.	Command and Control
Informal and Conversational	vs.	Formal and Instructive
Build Community	vs.	Tell Your Audience

Traditional vs. New

- “New media do not replace old media”
- The communication goal will help you determine the appropriate communication tool
 - Whether it’s traditional or new, the same rule applies

Getting Started With Social Media

- What are the first steps?
- Top down or bottom up?
- Carefully planned or ‘happen by osmosis’?
- Formally embraced?
- How do you measure communication effectiveness?

Who Should Blog or Podcast?

- Corporate communications, PR, marketing, HR, investor relations, sales, employee communication, customer service, public affairs, community relations...
 - *Internally: thought leadership, sharing thinking and knowledge; news, information*
 - *Externally: engaging with customers*
- Who else?
 - *What about the CEO?*

Executive Blogging and the Communicator

- Counsellor, adviser and guide
 - On communication, not blogging
- Hands off role
 - Absolutely no anonymous ghost writing for the CEO

It's largely about credibility

CEO Direct Engagement



Why am I doing this? Well, it seemed like a good idea to be able to create an ongoing vehicle [my blog] to share my thoughts and observations on Intel and our industry with our employees, and to allow you an opportunity to have a platform for your thoughts or responses.

Paul Otellini
CEO, Intel Corporation

There Will Be Objections

- “Another way for employees to waste time”
- “We’ll have no control – think of the risks!”
- “We don’t need this, we have the website, the email newsletter, the intranet, the press release...”
 - Worse: “Hey, we can stop doing press releases now that we have blogs!”
- “We can’t allow employees to blog publicly – we have official spokespeople”
- “It will cost a lot in time and money to maintain”
- “The CEO can’t waste his time on this – he needs to focus on CEO-type things”

Responsibilities

Employer:

- Establish the framework under which employees can blog in their workplace
- Invite employees to participate in creating the guidelines that make it clear what the ground rules are
- Communicate them to employees in a way that they clearly understand
- The responsibility for this is yours, as are the consequences without clear guidelines

Employee:

- Use your own common sense on what you say about your employer and issues in your workplace, whether you blog internally or publicly
- The responsibility for this is yours, as are the consequences if you don't use your common sense

Establish Clear Guidelines

To Include:

2. Make it clear that the views expressed in the blog are yours alone and do not necessarily represent the views of your employer
3. Respect the company's confidentiality and proprietary information
4. Ask your manager if you have any questions about what is appropriate to include in your blog
5. Be respectful about the company, other employees, customers, partners, and competitors
6. Understand when the company asks that topics not be discussed for confidentiality or legal compliance reasons
7. Ensure that your blogging activity does not interfere with your work commitments

- Bottom-up drive to create the right framework for blogging (and podcasting) by employees
- Hundreds of employees involved via a wiki
- The guidelines are owned by employees, not imposed by management
- Integrated into overall communication strategy
 - And integrated with other tools especially intranets
- Creating communication transparency for 320,000 employees
 - A customer evangelist culture

(Remember the “Social Customer/Employee Manifesto”?)

Measuring ROI

- What are you actually measuring?
- Much depends on your goal
- Put the question in the context of other communication tools
 - How do you measure the ROI of an employee newsletter?

Measuring ROI

Not so difficult:

- How many visitors?
 - First time, repeats, uniques?
- How many subscribers to the RSS feed?
- How many citations by other employees?
- How many comments to posts?
 - And does the employee blogger comment on other employee blogs?
- Anecdotal commentary on what people think

Definitely difficult:

- Financial return
- The value of a relationship
 - And how are we defining 'relationship'?

What If You Could...

- Provide employees with the means to self-connect information
- Enable employees to apply conversational descriptions to information
- Give the organization the means to map trends and more effectively plan infrastructure development, based largely on employee-driven needs

Social Bookmarking / Tagging

Clear benefits:

- Research functions could share information about clients, prospects and industry trends
- Product development teams could collect and share product ideas and features
- Sales and marketing staff could gather consumer and competitive intelligence
- Public relations teams could share news coverage
- Management could quickly and easily see the collective intelligence of their organization, and the connections between employees

Source: Cogenz

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[Value-Driven Intranet Design - Boxes and Arrows](#)

Fundamentally, your intranet must be tied to value creation like other business services within your organization.

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It's All About Engagement not Technology

Employer:

- Stimulates employee collaboration and communication
- Inexpensive implementation and maintenance
- Breaks down cultural barriers
- Stimulates knowledge sharing
- See where connections are

Employee:

- Collaboration and information-sharing made easy
- Bottom-up self-motivation not top-down formal instruction
- Ownership of ideas
- Informal compared to 'official' channels
- Easy to do
- ...



- From our global intranet, we are using secured blogs as a way to share best practices and better align individuals, departments, and subject matter areas
- Blogging helps fill a gap that sometimes exists in our current online environment with more traditional one-directional websites or applications. By providing for real-time, two-way dialogue between individuals and groups of individuals over the web, blogs can help break down geographic barriers and allow for improved sharing of best practices and provide important links to existing content on the intranet
- Our President and COO, Mike Roberts, was our first internal blogger, and almost immediately he found the blog to be a great way to gain insight and feedback from people at all levels of the company. In some of his first posts, Mike had more than forty comments from multiple countries providing ideas on a number of items including ways to improve our operations and sharing innovative ideas from different markets

- *Brian Kramer, Manager Global Web Communications, McDonald's*

Source: http://blog.holtz.com/index.php/weblog/social_media_in_the_enterprise_part_i/

Disney ABC Cable Networks



- I don't see it that simply adding blogs with a touch of wikis suddenly leads to big improvements in company performance. IMHO, the 'social software' tools are inexpensive and versatile bits of code that allow existing information workflows to function better at a lower costs than traditional alternatives.
- Again, IMHO, the key to using 'social media' is in having something to say and a plan to say it. The tools are secondary. Too often the tools come first, "Look, we have a company weblog" instead of "Look, we have something interesting to say."
- We've been able to take existing workflows and use weblogs and syndication to improve the process significantly, with the user seeing a fundamental change they need to adapt to. Our use of wikis is moving forward slowly, but is a fundamental change in the way we work. That kind of change takes time.

- Michael Pusateri, Vice President Engineering, Disney ABC Cable Networks Group

Source: http://blog.holtz.com/index.php/weblog/social_media_in_the_enterprise_part_ii/

- Here at Siemens we have found the new forms of online communications to be so effective that the company is now getting ready to roll out a global platform for employee blogging.
- With our colleagues in Germany, we were quick to identify how blogging could be a solution in bringing a global corporation closer together. The new platform will open blogging up to all of our global employees.
- Our global CEO, Klaus Kleinfeld, maintains a blog for internal communications purposes and receives comments from employees all over the world.
- In the US, we are also experimenting with podcasting and video blogs. They seem to work well as a supplement to our more traditional forms of communication and we plan on using them more and more in the future.

- *Jim Lukach, Manager Online Communications, and Jochen Specht, Webmaster*

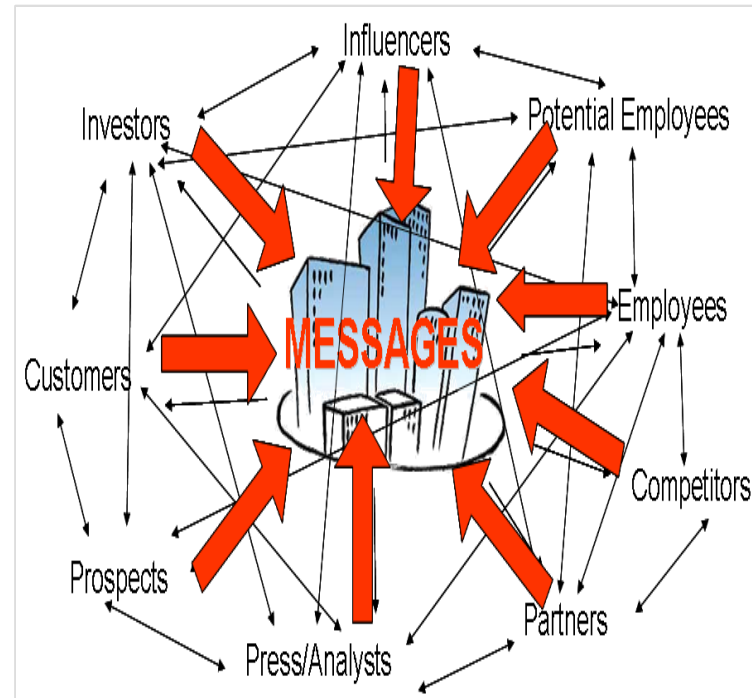
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What The Social Media Ecosystem Is Not

- A **replacement** for intranets, public websites, press releases, brochures, or bulletin boards/email lists
- A **substitute** for traditional communication tools and channels
- A **surrogate** for face-to-face communication
- The **answer** to all your communication prayers

What The Social Media Ecosystem Is

- A giant global focus group
- A tool to engage with your publics
- A dynamic, complementary communication channel
- Create connections, develop influence
- Empowerment for your employees
- Empowerment for all your publics
- Build genuine community

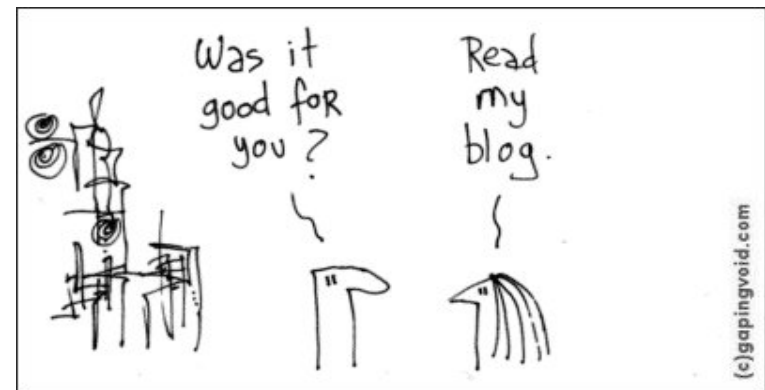


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Advocate	vs.	Preach
Influence and Persuade	vs.	Command and Control
Informal and Conversational	vs.	Formal and Instructive
Build Community	vs.	Tell Your Audience

Conversation...

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