THE BREAKTHROUGH SERIES

from Thought Rock

The Presentation Will Begin At 12PM EST

Organizational Use of Social Media: The Opportunity for Service Management.

John Towsley, CEO of MindMuze, presents on how organizations can effectively use social media to train employees. Drawing from case studies, John discusses how organizations are leveraging social media for training and support and the potential for use in ITSM.

John Towsley
CEO, MindMuze

What is Social Media?

Category	Description	Examples
Social Networks	Multifunction sites can support a single network / community or provide a platform for any network. Tend to be either consumer- or business-oriented.	Facebook MySpace LinkedIn
Blogs	A shortened form of the words "web log." A form of personal publishing in which readers can discuss.	Blogger Moveable Type WordPress
Social Media / Content-Sharing	Sites that leverage a social network to find and share media and information.	Digg YouTube Flickr
Social Bookmarking / Browsing	Sites that leverage a social network to find and to share other WWW sites.	Del.ico.us Furl Ma.gnolia
Wikis	The Hawaiian word for "fast." Web pages that can be collectively and collaboratively edited on the fly by readers.	Wikipedia Wikia Wetpaint
Microblogs / Lifestreaming	Sites that allow individuals to broadcast their lives to the others in their network.	Twitter Tumblr jaiku

How is Social Media Used?

Conversations	Content	Connections	Collaboration
• Blogs • Forums • Micro-blogs / Life-Streaming • Chat / IM • VOIP	• Content-Sharing • Content Management • Tagging / Rating • Social-Bookmarking • Syndication	• User Profiles • Social Graphs • Friends / Contacts • People-Matching	• Wikis • Workspaces • Project / Process Support • Innovation / Idea Generation • Calendars and Events

Source: Bersin & Associates, 2008.

Two main Corporate applications:

Sales and Marketing – Manage our image and grow our business

Learning & Knowledge Management – Connect our employees and share knowledge

INFORMAL LEARNING

Informal Learning is a key part of workplace learning

- Can take place:
    - *intentionally* (PULLing info on demand or asking colleagues)
    - *accidentally* (find out in conversation or as a by-product of another activity)
- 80% of what we learn is through informal learning

80%

INFORMAL LEARNING

20%
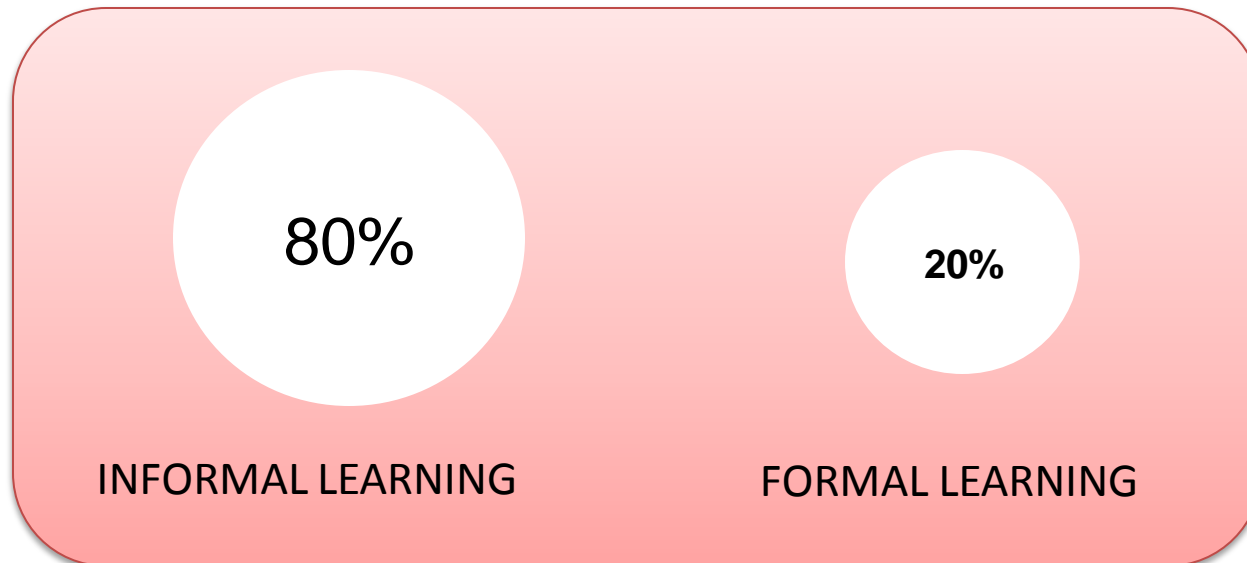
FORMAL LEARNING
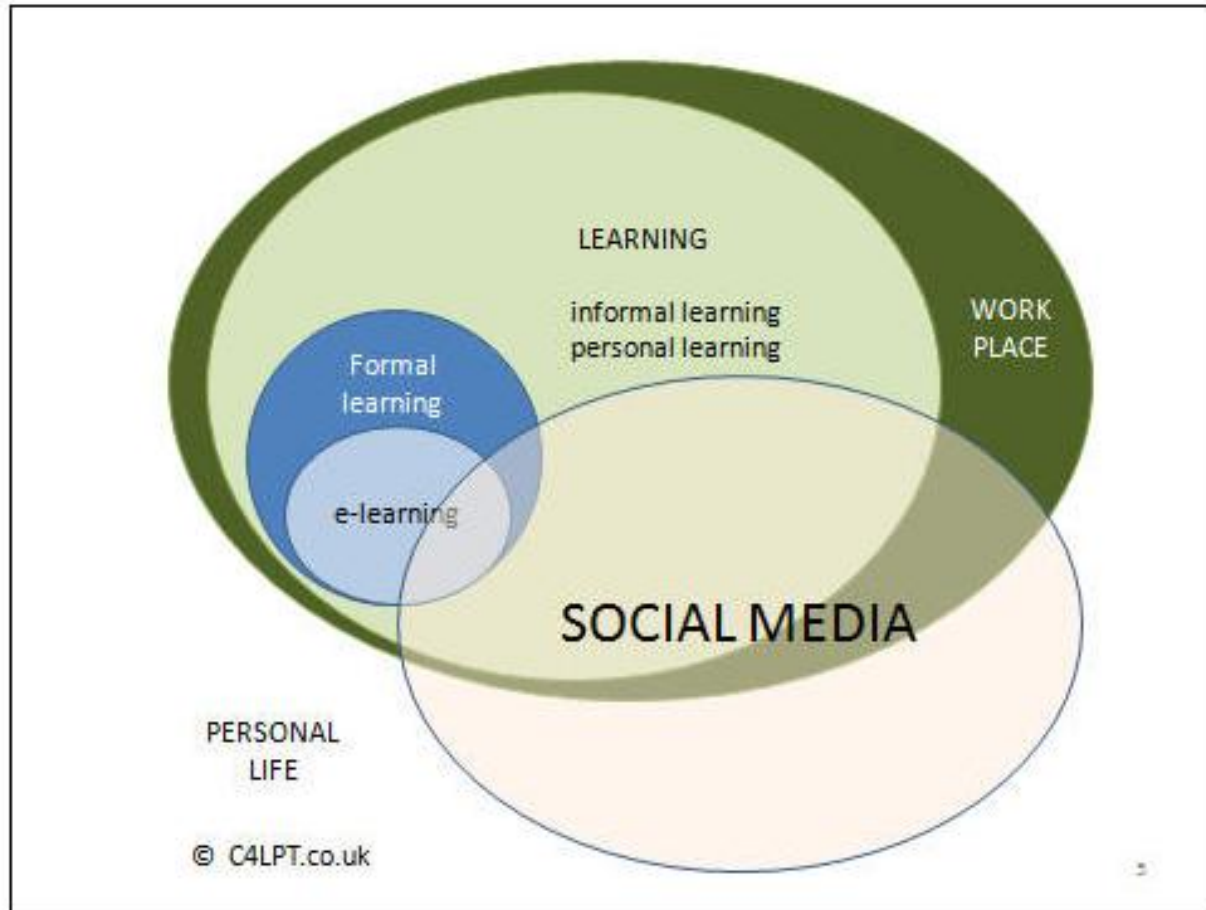
FORMAL VS. INFORMAL

Formal Learning

- Curriculum set by someone else
- Typically an event, tied to a schedule
- Completion is recognized with a symbol – certificate or check mark in the LMS
- "pushed" to learners

Informal Learning

- Informal learners usually set their own learning objectives
- Learn when they feel a need to know
- Proof of learning is in ability to do something that could not be done before
- Is often a mix of small chunks of observing how others do things, asking questions, trial and error, sharing stories with others and casual conversation
- "pulled" by learners

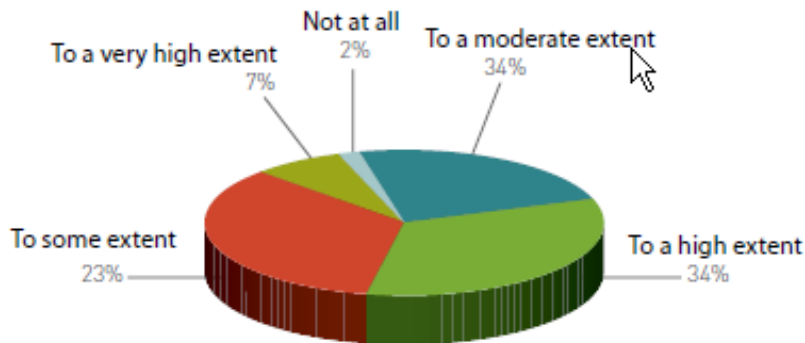# LEARNING LANDSCAPE

We are now seeing a change in the workplace learning landscape - underpinned by use of social media.

Do L&D departments support informal learning?
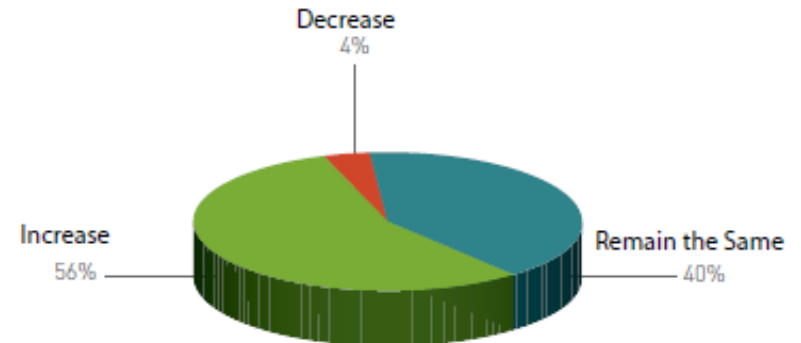

Current

- Not at all 2%
- To a moderate extent 34%
- To a very high extent 7%
- To some extent 23%
- To a high extent 34%

Planned

- Decrease 4%
- Increase 56%
- Remain the Same 40%

ASTD: Sate of the Industry 2009

What are they using?

E-mail for sharing knowledge	68%
Employees read useful information on an Intranet	65%
"Fingertip" knowledge (e.g., Google)	52%
Water cooler (casual, unplanned encounters)	42%
Set up "self-learning" facilities	32%
Instant messaging	32%
Online social network (Facebook, MySpace)	31%
Peer-to-peer coaching	30%
Informal lunch-and-learn sessions	29%
Introduce workers to "people you should know"	29%
Open agenda time during meetings for sharing	28%
Voluntary informal mentoring	28%
Open conference areas to meet informally	27%
Communities of practice	20%
Encourage or facilitate informal networks	20%

0%   10%   20%   30%   40%   50%   60%   70%

ASTD: Sate of the Industry 2009

How does this evolve?

Foster Innovation: Members discover and innovate through enhanced and extended forms of collaboration and knowledge-sharing among members.

Steward Knowledge: Members steward knowledge by creating, collecting, storing, distributing, reusing and revising knowledge of value to the community.

Develop Practice: Members establish, test, evolve and disseminate best practices within the community.

Find Solutions: Members seek, find or offer answers that they or others need in order to solve everyday questions and problems.

Value of Activity

Complexity of Activity

Source: *Bersin & Associates, 2009.*

IMPLICATIONS FOR ITSM

Strategy

- Start here. What is your corporate SoMe strategy?

- Your employees are already using SoMe. You can't force them to use an internal solution.

- You can facilitate the creation of active and useful internal solutions.

- You need business alignment right to the C level.

Incident Management / Service Desk

- Users will build CoP's around applications and to support each other. Are you part of the discussion?

- "Self Service" solutions need to integrate or be part of SoMe applications users connect to. You can't force solutions you have to join the party.

Problem Management

- Many IT organizations can't afford formal Problem Management Teams. SoMe techniques open the possibility for efficient collaboration of ad-hoc teams to solve problems
- Use external SoMe groups like ThoughtRock, Linkedin, Twitter etc to solve problems.

Change / Release Management

- As SoMe expands and is used for training IT needs to embrace this delivery method especially as it pertains to roll outs and sustainability training.

Security Management

- IT organizations need to understand how to accommodate SoMe learning techniques without compromising Security.

- In the absence of a easy to use and effective corporate solution learners will put corporate information on public sites like Face Book, Linkedin etc.

- "you blocked Facebook? Hello, I have an iPhone."

Do you have any?

SAMPLE USE CASES

Discussion Board

ACE Hardware

Retailer-owned hardware supply cooperative in business for 80 years

Why Community?

- **Platform for hardware dealers to share & seek advice**
  - Prospect for business customer sales leads
  - Find rarely requested items
  - Merchandising display strategies

The Business Transformation

- Increased sales resulted in **500% ROI in 6 months**
- Initial implementation for only 300 dealers; now spans across **5,000 Ace retail stores**
- 1/3 of Ace dealers use the site at least **weekly, many daily**

Communities of Practice

Caterpillar Communities of Practice

Caterpillar's Knowledge Network has 3000 active communities of practice, boasting 200% ROI for internal communities and 700% externally. Hard dollar savings, $75 million as of **five years ago**. This is more of a traditional knowledge management case but the newer Social Media tools could be used for similar applications.

Wiki

Scottrade - Competitor Wiki

Scottrade has been in growth mode for awhile and couldn't keep up with either the distribution of new information to new branches or the related influx of competitor information. Formal models of information capture and delivery were taking too long and requiring too many resources so they moved to a wiki model where everyone could share best practices and new information. This solution is a great example of how to capture emergent knowledge as well.

http://www.youtube.com/watch?v=8BmCylAcv7E

General Community

The Water cooler ([Best Buy]())

All sorts of sharing and employee empowerment. Discussions, prediction markets, idea sharing, wikis, blogging — really deep employee ownership and sharing of ideas and best practices.

Business need's vary but include:

Increased product knowledge to answer customer questions and drive sales (wiki's blogs, tweets)

Increase participation in the 401K plan (RRSP) 15% to 47% (video contest)

http://www.youtube.com/watch?v=n9cKXZBYapQ

Observations and Conclusions

Informal Learning is not new.

Social media tools expand our ability to facilitate informal learning.

Connected employees will leverage the tools whether or not they are sanctioned and supported.

The roles of HR and IT need to be clear, mandated and connected to the governance model. Clarity is needed on who "owns" the strategy.

Use cases have some commonality:
- A business need was identified
- Employees are motivated by the intrinsic reward and empowered
- Focus on capturing sharing and disseminating knowledge
- There is a tight connection to Knowledge Management / Retention
- Centered around "Communities of Practice"
- Most occur in technically "savvy" organizations

Significant ROI can be generated with the right model.

Recommendations

Start the conversations now:

Is anyone in the organization doing this?
Do any business units perceive a need?
Does senior management see a business need that could be addressed?
Who should own this strategy in the organization? (IT, HR, Business units)

Evaluate current capacity and capabilities:
Current software (SharePoint, LSCMS, ERP,HRIS others)
Employee skills
IT infrastructure and connectivity

Identify a potential business need and run a pilot.
Pilot software solutions
Track usage, adoption and results / business impact
Track costs and benefits to calculate ROI

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