

Foreword by Mark Fidelman, author of "Socialized!"

Why?

Social Business

A Rough Guide for Managers

by Rogier Noort



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Foreword

“You cannot opt-out of social business.” This is the central idea in Rogier’s book, and it’s one that resonates strongly with me. I’ve worked with fast growing startup teams and Fortune 500s, and across the board the best organizations are the ones that adopt a culture of social business. It’s unavoidable, and those that embrace it are going to make it to the next era. Those that don’t are risking their business’s future.

Every time I sit down to write a new article for my Socialized and Mobilized column on Forbes, I try to highlight the businesses and ideas that are thriving in this new era of social business. Every time I prepare a keynote speech or moderate a panel, I make an effort to bring in examples of campaigns that take social media to the next level. Why? Because these are the businesses that understand where we are, and where we’re headed.

There are plenty of executives out there – many at the top of some of the most well-known, profitable companies in the world – who are afraid of the new communication tools and processes that have sprung up. They’re reluctant to experiment with new technology. And so they’re missing out on all of the untapped knowledge and experience their employees have, all the benefits they could see by simply letting their employees share and communicate. They’ve become dinosaurs, failing to innovate and adapt, and they simply won’t survive for long.

When Rogier reached out to me to write his foreword, I didn’t hesitate for this reason: understanding social business is the first, essential step that every organization needs to take before they can implement it. And this book will not only give you that understanding, it will also offer insight into the benefits you’ll see once you’re ready to take the plunge.

Use this book as a jumping-off point to spark your company’s dialogue about social business. Bring it to the higher-ups, and show them why they need to adapt... or else risk extinction.

Mark Fidelman, CEO Evolve!
San Diego, 2013

Why this eBook?

The idea for a rough guide comes from the many questions about social media/business that are out there: questions only those actively involved in the business can answer. And even they don't have all the answers.

Often I hear colleagues say how surprised they are at how few businesses follow the path towards social, especially when you see companies like IBM or GE applying this very successfully.

I still see blog-posts describing the frustration of persuading managers to actually start using social media.¹ Or worse, that managers tell somebody down the line to "just do it", and start somewhere - without a plan, and without any goals.

The idea that social media and social business is still just a hype persists, despite overwhelming evidence to the contrary. Driven by the fear of cost, change, and the unknown, many (top) managers avoid social media all together.

About this book

My goal is to help you get a clear picture of social business. In this book I will talk about the necessity to change with the times. Terms like #InnovateOrDie will pass by and we'll talk about the very real possibility that your company might not survive the next decade.

However, it is not all doom and gloom, far from it.

Yes, not adapting to this day and age might be catastrophic, but the end result of the changes we discuss here, reach far beyond the ability for a business to survive.

For example, a more engaged employee is a benefit of social business, it is not necessarily a project goal, but with the right questionnaire this can be made measurable (and therefore a KPI).

A more engaged employee is a happy employee, an employee who will be more productive and have a positive effect on business processes and colleagues.

You'll Learn:

- What Social Business is
- Why you need it
- What the benefits are
- Where to start
- What questions to ask

“

Imagine raising your employee satisfaction from 30% to 60%.

¹ <http://www.velocitydigital.co.uk/social-media-stop-thinking-tech-start-thinking-why/> by Mike McGrail

Game Changer

Some say social media (and social business) is the Fifth Age of Modern Business Technology: The Social Age.² The idea is that the world is changing. It does this continuously, but the current age - driven by (digital) technology - moves faster and faster. The changes occur faster and faster.

If you do not adapt, the likelihood is that your business will be left dead in the water.

As with the industrial age, mass production, broadcasting, and all the way through digital up to the age of information: "social" is a game changer. Of course, there are skeptics, they appear with any big change (or revolution). They are people who choose to stick with the old. People who simply do not adapt quickly enough.

Not only does the current age require you to adapt by implementing Social Business, Social Business provides you with a construct that moves with future changes and adapts swiftly. Sadly, I do not know what the future holds. What I do know is that change is the only constant and that it is happening more frequently and more unpredictably.

Having a flexible and knowledge-driven company provides you with enough innovative power to tackle these changes.

You cannot opt-out.

People will talk about you, whether or not you start the conversation. Not being active on the social media platforms doesn't mean people won't talk about you. Apple Inc. is notoriously absent in social media, but it is one of the most talked about companies on the web. I know, Apple is a huge player, but the example holds true. Having a conscious and enlightened work force gives you a great on-line advantage.

“ In order to control the conversation, you need to be part of the conversation.

² Fidelman, M.: "Socialized!: How the most successful businesses harness the power of social"

Is Social Business for You?

Good question.

Obviously this is something that you have to answer for yourself. When asked, many consultants would say “Yes, of course, hire me and I’ll show you.”

More enlightened consultants would say “Yes, but let’s have a good look at your enterprise, have a good conversation and see how I can help you.”

Chances are there is always room for improvement.

One of the biggest questions you need to ask is: What is your competition up to? Are they working on this? Are they upgrading, streamlining, modernising?

If *Yes* then you must act in order to stay in the game.

If *No* then this is a golden opportunity to get ahead of the curve.

Either way, the answer is more likely than not going to be: yes, social business is something for you.

The depth of the change varies per company, but social media and social business is not something you should, or can ignore.

Is This Book For You?

Yes, if you are looking to gain more insight in social business, picking up a copy of this book is a good step in the right direction. It will give you a broad idea of what social business is and why you need it.

From here you can look at your company and gauge how this could affect you. When you talk to a consultant you’ll have a bit more background and understanding of the business.

It will provide you with enough information to enter a conversation about social business with clarity. It will provide you with the right questions to ask.

And you need to ask a lot of questions. There is, for the large part, no off-the-shelf solution available. There are best practices, certain protocols, and steps to follow. But every plan or strategy needs to be adapted to you and your company’s (very) specific needs.



Social is a Custom Business, don’t let anybody tell you otherwise.

This book is to get you started, take the edge off, and to help you get some idea of what is involved in becoming a social business, or an Enterprise 2.0.

Welcome to the future.

What is Social Business?

The word 'social' must not be put in the wrong context. In the case of social media and social business, the opposite of social is not anti-social. Meaning, a business that is not engaged in social, or is not a social business, is not per definition an anti-social business.

It's just not engaging with its customer base, partners or employees.

Social Business, in this context, is a derivative of social media. It brings together the now embedded (modern) use of social media and the older concept of an Intranet.

Social Business is also a concept coined by Nobel Peace Prize laureate Prof. Muhammad Yunus³. By his definition "social business is a non-loss, non-dividend company designed to address a social objective within the highly regulated marketplace of today".

This is the society conscious version of social business. In order not to confuse the two, take a look at [Social Business Earth](#). They are an organisation raising awareness around Social Business as intended by Prof. Yunus.

The term social business as we use it was coined by Peter Kim back in January 2009.

He states: "Social business draws on trends in technology (e.g., powerful mobile devices, widespread availability of high-speed Internet access, low cost of data storage), work (e.g., always-on culture, globalisation), and society (e.g., propensity to share)."⁴

That is quite a mouthful and a bit more complex than the previous definition. But, it's not that much when you dissect it: **Drawing on trends in technology, work and society.**

The way I see it, the idea of a social business is a business that stays up-to-date, that stays current. It grows (or shrinks) with the times.

When you accept that these three areas do cover all that happens within your company, you realise the necessity.

And so, when society changes, you have to change with it. When technology changes, you have to adopt its modifications. And when people change, or want to change, the way they work (in order to be happier and more productive), then you have to consider facilitating this change.

Enterprise 2.0

³ http://en.wikipedia.org/wiki/Social_business

⁴ <http://dachisgroup.com/2012/06/the-definition-of-social-business/> by Peter Kim

And then there is Enterprise 2.0 (E20), just to make things a little more complicated. Enterprise 2.0, according to Andrew McAfee, is "the use of emergent social software platforms within companies, or between companies and their partners or customers".⁵

Enterprise 2.0 is a part of Social Business.

E20 focusses on the available (Web 2.0) technology in order to "collaborate, share, and organise information". This can happen between customers, suppliers and employees (in fact, in a well-balanced situation this is exactly what should happen).

Social Business is a more overall concept. It also touches on culture, innovation, the social aspect of things...



Social Business is a more open social construct in order to facilitate the sharing of knowledge, experiences, innovation and open communication between employees, supported by technology.

⁵ http://en.wikipedia.org/wiki/Enterprise_2.0

How Does “Social Media” relate to “Social Business”?

Social Media is a collection of interactive websites with a certain type of membership aimed at sharing information.

This is an over simplification and generalisation, but what it comes down to is the ability to easily and quickly share information with friends or the world. The various platforms (i.e. Facebook, Twitter, etc.) have this in common. They enable their members to share (or re-share) information, quickly and easily (and in some cases automatically).

Social Business is based on the same principle.

This is such a strong term because “we” finally found a way to bring everything together. The technology finally caught up with the ideas of knowledge-sharing and open communication.

People

The driving force behind this remarkable development is people.

Before Social Media, the Internet was a place where many only gathered information. The rise of *tradition social media*, such as blogs, wikis and document sharing⁶, made the Web more personal, but it was still, mostly, a one way street. A lot was created, some was commented on, but hardly anything was shared.

The ability to share whatever you want with your friends, and to do it instantly and on the go, gave people what they wanted- or maybe what they needed.

A sense of belonging. A sense of importance. A sense of community. And it is very real.

It's not Facebook's interface or site design that make it successful, it's the people connecting through it.

This revolution paved the way for Social Business.

Terminology

Social Media and Social Business are linked together; they ‘feed’ on the same basic human need of belonging.

In a perfect situation the two are highly intertwined and the separation between the two becomes academic, and little more than terminology. It all comes down to “Social”.

What separates the two is that while social media uses the same processes and tools as social business, the goals are in contrast solely those of the individual.⁷

⁶ Hinchcliffe, D & Kim, P.: “Social Business by Design” p31

⁷ Hinchcliffe, D & Kim, P.: “Social Business by Design” p23

Intranet

The idea of an intranet has been around for (digital) ages. But for a long time it was a smorgasbord of PDF files, HR documents, organisational structures and upcoming birthdays. And if you're lucky, some news too.

In a lot of cases it's just another (bad) website that's only visible by employees. Almost entirely, though not completely, as useless as a diving suit in the desert. Implementing your intranet as the social hub of your company frees the knowledge and experiences of your employees; not just what they've gained while working for you, but also before they joined your company.



**Social Business is the collective knowledge within your company.
Social Media allows people to find, share and add to this collective.**

Why Do You Need It?

Or rather: why do you *want* it?

A company's greatest asset is not its stakeholders, nor its market-share, nor its management or the CEO. It's not even the products or the customers or the cash reserves available.

It's its employees. This is where the true power of a company lies.

I do not need to tell you that without employees you have no company. That part is obvious. This is about the extra mile: employee engagement and consequently employee retention. Studies show that the more successful companies have higher employee engagement, up to 75%. Companies with weaker financial results report an engagement of around 47%.

Suffice to say, a happy employee is an engaged employee. And the opposite is true too: an engaged employee is a happy employee.

With an open and transparent culture, most employees feel more at ease. The need to hoard information is reduced, increasing the flow of knowledge. Information can be found easier and faster, increasing innovation and decreasing the chances of incidents becoming problems.



**Information is knowledge, unlocking that information is wisdom.
The hive mind of the company will always know more than any individual.**

What are the benefits?

Some say that the main benefit of adopting Social Business is that your company still exists in 5 years. Fine, that was said in 2010 - so you have 2 years left. I believe this is not entirely untrue, but it also might be a bit exaggerated. I believe we have a little more time.

There is a list of potential benefits; I say 'potential' because achieving benefits depends on a number of factors: what is your budget, how big is your company, what is your level of commitment, etc.

Here is the list, in no particular order:

- Higher employee retention
- Less risk of (on-line) reputation damage
- Higher employee engagement
- Better on-line profile
- Quicker to market
- Better communication (throughout the company)
- More innovation (throughout the company)
- A reduction in incidents/problems
- Better communication with partners
- Higher customer engagement
- Higher customer satisfaction
- Easier personnel evaluations
- Community driven solutions
- More trust (from customers, partners and employees)
- Better and faster knowledge sharing
- Improving customer relationships
- Growth of sales and revenue
- Reduced costs for support
- Quicker response times in support
- More attractive to new employees

This list is not conclusive. Depending on your company culture and structure there might be a lot more benefits to add to the list.

Also, most of these benefits are related or have "sub" benefits of their own. There are companies who achieve all these benefits, and more.

It is not suggested that you need to focus on the benefits and try and tick them all off the list. The idea is to give your company the opportunity to achieve these benefits on its own.

Enabling your employees and your customers to find their own rhythm gives them the opportunity to improve on current workflows, sometimes very significantly.

Trust

The trust you need to place in your employees is supported by the transparency of the system. In the open environment we aim to achieve, anybody who tries to undermine anything will be detected quickly. This leaves it up to their peers to notice this and act upon it.

In contrast to the Internet, there will be no anonymity on your networks. Employees will be identified through their profiles, sometimes exhaustively so. Any misdemeanours can be easily traced back to a certain employee. Being aware of this openness will drive people to behave themselves.

For many this responsibility is already a routine. Facebook and Google+ prefer the use of real identities. On platforms where this is not mandatory, such as Twitter, more and more people choose their real names too.

People who use social networks in this manner will be quite comfortable on your company network. The benefits will also be clear for them.

How do you measure benefits?

If you don't measure, you don't know, if you don't know, you cannot improve.

This is the \$64.000 question. How do we measure?

We have to start by setting goals. We have to work towards something. Goals can be derived from the potential benefits. But, it can be worth the effort to look at processes and situations within the company for specific improvements:

- Quicker response time for Customer Care
- Shorter Time-to-Market
- Faster delivery
- Less use of e-mail
- Increased job satisfaction and employee retention

The list can be huge, but I recommend a limited and controllable number of goals.

For each goal, a baseline must be created. This should not be too difficult as there is already a lot of data available within the company.

If data is not available for a specific goal, now is a good time to start measuring.

Use what you have

Chances are you are already measuring a lot of things.

For instance, your customer care is probably ITIL⁸ based with a logging tool which can easily provide a lot data.

⁸ [Information Technology Infrastructure Library](#)

The idea is to share all this information in a centralised place and to look for correlations between different processes.

If there is somebody within your company already in charge of monitoring your business results than this person is well suited to keep doing this.

Predicting any solid results over a longer period of time is nearly impossible to do. But, with the right measuring, trends can be seen and the image will get clearer, and more predictable, the further you get.

Tools

Depending on the size of the company and the scope of the project, the choice of tools used can vary dramatically.

You can use simple spreadsheets and standard analytics tools, any measuring tools you already have in place or statistics that come with whatever tool you choose to implement. Scalability is a necessary consideration when you begin measuring. If half-way through you realise the current spreadsheet can no longer suffice, it might be difficult to change it.

Companies like the Dachis Group, Salesforce or Argyle have tools (or rather, platforms) available that measure, well, everything related to social media. All your networks are monitored and the potential big data is visualised to allow you to react and improve where necessary.

However, these tools do not, and cannot, measure your time-to-market or employee productivity or other business processes. For this you must rely on tools already in place.

What does it cost?

This is a very natural question to ask, and it should be answered. However, like everything else regarding social business this depends completely on your circumstances: size of the company, what you already have in place, how much work or time it will take, and where you want to end up.

It is possible to answer that question with another question, which might be as difficult to answer, but as prudent to ask:

What will it cost if you do not adopt social business?

This is a question already answered earlier in this book. Basically, the premise is [#InnovateOrDie](#).^{9 10}

Brian Solis also coined the term “[Digital Darwinism](#)”. In a nutshell this idea is very accurate. It conveys the scale of change and adaption required by companies in this day and age. Also, quoting Darwin: “It’s not the strongest that survive, nor the most intelligent that survives. It is the one most adaptable to change.”

It’s a well-used quote, but it relates very well to doing business in the (near) future. Thought leaders like Brian Solis hammer on the fact that those who do not change, do not survive.



**Only 71 companies remain today
from the original 1955 Fortune 500 list.¹¹**

I hear you think: “Yes, that is nice, but I can’t sell this upstairs if I have no idea what the investment will be.”

I understand this and I’m not avoiding the question. A business case needs to be made, of course. But, as stated above, this is not a simple, short-term change. The basic premise of Social Business is that the changes affect every aspect of your business.

Pounds, Euros and Dollars are hard to pin down. Supporting software fees usually grow with use. Starting prices vary between €1.000 and €10.000. External consulting might be called for, and, again, depending on the size of the company, time can be between 1 month and 3 years, maybe longer.

⁹ Brian Solis: “What’s The Future of Business: Changing the way business create experiences” p.9

¹⁰ # marks a hashtag, used originally on Twitter to convey a feeling or thought. They’re also used as a marker to bind Tweets to a certain topic. Hashtags are now ubiquitous and are also used on Google+; Instagram and Facebook are soon to follow.

¹¹ <http://www.briansolis.com/2013/02/no-business-is-too-big-to-fail-or-too-small-to-succeed-sobering-stats-on-business-failures/>

I suggest that you read the potential benefits again, then look at your company and see where potential changes can be made.



What you get out, is what you put in.¹²

Take a look at traditional communication channels with clients and partners and think about how these can benefit from new channels. What price are you willing to pay for more profit, quicker access to knowledge, a more competitive position, improved innovation, and a more modern workplace (think Gen.Y).¹³

Again, I'm not trying to avoid the question; I'm trying to convey the all-encompassing nature of Social Business.

As with social media, social business is all about reciprocation. It takes time and effort to build any meaningful relationship. However, once established, this relationship can be priceless.

A final thought on cost. If you choose a technological-driven approach, meaning you buy a "solution", chances are you are in for a costly ride. A Result-driven approach puts the needs of the company and the employees front and centre, in the end providing long lasting and useful results.



It's about solving problems, not about buying solutions.

¹² Quote credit goes to International Institute for Learning, Inc. (IIL)

¹³ Hinchcliffe, D & Kim, P.: "Social Business by Design" p.187

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How do you implement Social Business?

It must be said that a change like this takes time. Depending on your current company culture, it might even be a lot of time.

The change is more profound than just implementing a new piece of software. Moving from Microsoft Office to LibreOffice is relatively easy. Likewise, it is not merely a matter of changing a process; it's not a big deal to add a link to the chain or to divert it through another department.

Social Business will eventually (and hopefully) change the way we spend our working day, from the ground up. Change your company's philosophy, and (you) change its culture. It happens bit by bit.

So, where do you start? You start by listening, investigating.

There is no need to do a full inventory of all processes; and there is no need to conduct closed-door meetings spent scouring paperwork for areas that could be improved. This is old school and counterproductive.

The idea is that we want to change the way people work, to improve their efficiency, to be innovative. You give employees the tools to work with, and at first only a hand full will use it at all. To make a revolutionary change, you need to think and act revolutionarily.



**Don't think inside the box, don't think outside the box.
Think like there is no box at all.**

Champions

You find your champions, a small group working on a worthy project for instance (short and sweet). One that is innovative and consists of enthusiastic members, willing to go that extra mile. Let them use the new tools and when all goes well, share their success story.

Rinse and repeat.

Sharing success stories is a great way to raise enthusiasm for new things.

The homepage of your Intranet is a perfect place to share these stories.

In some cases this page is the default page for the browser. Making it the first thing employees will see when starting up. The company's digital village is the starting point of the day.

Stories will be clicked on, especially when they are of interest to the reader. If everybody has a profile, something derived from your LDAP¹⁴, the barrier to participate is lowered.

And, of course, there are share buttons and comment sections available.

When you start sharing the success stories, other employees will get involved too. They'll want to get involved. They'll voluntarily start using the tools to let other colleagues know about these success stories. They'll comment on it, and share it.

Spend attention on the stories you look for, and write them well. Take the same care as you would with any outward communication. But keep it human. The same "viral" principles apply to your inner network as they do to the outer social media networks (only on a smaller scale).

High quality content and interesting stories stand a much better chance to be read and shared.

Nay-sayers

There will always be people who do not want to play. Some might even outright refuse to take part.

Remember that the whole process can take a long time in some cases. Maybe even a couple of years. Like I said before, the transition is more than just adopting new software or a new process; it is about changing corporate culture, philosophy and, ultimately, people's lives. This takes time.

Energy used to convince the biggest nay-sayers can be much better spent on pulling those across the threshold that are almost in.

Eventually you will reach critical mass and the adoption of new frameworks will happen quicker and quicker. The nay-sayers will have, at some point, no choice but to join. If they want to stay up to date, they will have to tune in. At some point they might be involved in a project where nobody uses email, he would have no choice but to "chat".

He won't be able to do his job otherwise.

Brute Force

There is, of course, a method which could be used, and has been used on many occasions before.

Forcing people to use a new platform is a real option. If you want zero email, then you can simply roll out the substitute and turn off the Exchange servers. The resistance, however, will be enormous.

You cannot change the way people have been working for most of their professional lives overnight. Even those willing to adopt new ways of working will have a hard time leaving email behind.

¹⁴ [Lightweight Directory Access Protocol](#)



Don't push it.

Where Do You Put Social?

One of the first questions asked is: Where do we put the social media person?

Surely there must be a manager managing the manageable. Not necessarily so.

Because social business is a construct throughout the company, there is not one single department "in charge". Depending on the size of the company, it is not a bad idea to appoint a Chief Social Media Officer or a Social Business Community Manager. A CSMO or SBCM can oversee the implementation of software (IT), the embedding throughout the company (HR), the communication with customers or partners (Communication) and the release of new products (Marketing).

Whoever you choose, remember that this requires a true all-rounder.

Because of the strong relation between *Social Media* and *Social Business*, it can be beneficial to have one executive or manager overseeing all ; they can then report directly to management and maintain short communication lines with other department heads.

Imagine putting somebody in charge of social, somewhere down the line, three or four levels separated from top management (in a company with silos).

Either she has to harass those managers continuously to get information, or she will miss important information to do her job correctly.



Social media (or social business) cannot be, per definition, a department in its own silo. It is an umbrella, covering all.

Tools

As with everything, the tools used depend on the size of your company, your goals, budget and what you already have in place. Also, the purposes of tools vary.

For building internal online communities you can use IBM's Connections, Microsoft's SharePoint, Yammer (also owned by Microsoft), Jive Software or Cisco's WebEx Social.

There are also smaller companies entering the market; these tend to provide cheaper alternative to the large enterprise solutions.

Examples are TalkSpirit, based in Paris, and Harmonics from Winkwaves, based in The Hague. These platforms are uniquely developed to create digital villages.

There are many more available and here you need to do research in order to find the tool which best suits you.

A Perfect World

An ideal situation does exist. And, again, this situation is completely dependent on the wants and needs of the company and the individuals within.

But, I will try and sketch a few scenarios nonetheless.

A Moment in a Day

Meryl

Meryl gets up on time, just like everybody else, and during breakfast she can get a glimpse of her day from her iPad. Her schedule is well laid out and the meetings are well prepared.

Her team has been preparing the two meetings today for about a week and a half now. Collectively they created the agenda and unnecessary items have been scratched. Other items which didn't need a meeting are already dealt with.

This leaves only 2 half-hour meetings. They used to take a lot longer and were more frequent, nobody was really prepared; but with the online chat and meeting centre, time is spent much more efficiently. They now only discuss what needs to be discussed by those that need to discuss it.

It gives Meryl much appreciated peace of mind. Today she happily goes to the office to meet and work. Tomorrow she can work from home again. The Digital Village¹⁵ will provide her with all the information and connections she needs to do her job.

Bob

The format in which certain files are delivered to Bob's workstation are not exactly right and he needs to convert every file before he can work with it. It doesn't take a lot of time, but accumulated over a longer period it does add up. Not to mention it is annoying.

Bob never really speaks to Grace (she's the one who prepares the files for him): she works on a different continent and in a different time-zone. And, except for that one hiccup, the flow of work goes smoothly.

Through the intranet, with full profiles of every employee, Bob quickly finds Grace and opens a chat session with her.

After explaining his little annoyance Grace gladly changes her export to the desired format. Immediately after she changed her workflow she updates the company wiki with the information.

The next person to take up that role will deliver the files exactly like Bob wants them, just by reading the wiki.

¹⁵ Fidelman, M.: "Socialized: how the most successful businesses harness the power of social" p.68

Marcel

Because of an internal training program Marcel is fully aware of the social media endeavours of the company.

He follows most platforms and shares information posted by *his* company on a regular basis. He even wrote an article or two for the corporate blog.

Being a brand advocate and a subject matter expert makes him quite valuable to the company.

Therefore, Marcel had the advanced training where he's been brought up to speed with corporate communication protocols.

He is allowed, formally, to respond on questions and issues posted by customers and partners on several platforms.

These platforms are Twitter, Google+, several specialised forums and, of course, the comment section on the blog.

Next to that, most (if not all) information Marcel creates he stores in the corporate knowledge base. Plus, he keeps track of the questions he answers in a comprehensive FAQ which, in turn, is published on the corporate website.

Ellen

Ellen manages a department with slightly more than 50 people. Throughout the year she makes sure to stay up-to-date with all, or mostly all, activities of her employees.

Making use of the internal monitoring system she can keep an eye on the chats, likes, comments and shares around her department.

When evaluation time comes around she can quickly see the activity of a person, simply by clicking on their profile. All of this information can then be added to their objectives and achievements.

If a person has contributed a lot of information to the knowledge base, or shared a lot of information with co-workers and has received many thumbs-up for his efforts than this can be seen as a positive addition to the evaluation.

When a person has not been active, this can be seen as lack of enthusiasm or engagement with the company. Every other goal can be met, but there might be something more to the work environment of that person that needs a bit more attention from the manager.

All in all, the additional feedback Ellen gets is worth a lot and can give great insight into a person's behaviour within the company.



**Not only does socialising your internal communication accelerate the flow of information, it also provides insights in personnel behaviour.
For good or for bad, these are powerful tools.**



The Social Aspect

As far as philosophies and evolution goes, the current movement, named Social Business in this book, can have far reaching social implications. Not just in the work place, but in society as a whole.

For decades (if not centuries) we just did our job. Sure, this does not apply to every single person. There have always been free thinkers, rebels and entrepreneurs. On the other end of the spectrum there will always be people who “just do their job”. Check-in in the morning, do whatever they have to do, check-out in the evening.

We aim at the majority that sits in the middle. Those who want more out of their daily routine, more job satisfaction, more involvement, better challenges, more engagement.

They seek more fulfilment. And we can give it to them.

Changing the way people spend most of their time during the day can have a crucial effect on their personal philosophy. It might change the way they look at society as a whole. And it just might bring on a more profound change: a change which might cause a very positive evolution within society.



Trickle down philosophy.

The Ten Tenets

But, of course, you are not in the society-changing business. With any luck, a better society is just a very positive side effect.

The tenets below are presented in “Social Business by Design” written by Dion Hinchcliffe and Peter Kim, both seasoned in Social Business and working at Dachis Group.

“[These] tenets represent a fundamentally open, participative, scalable, and rich way of living, working, and otherwise connecting and engaging with the world.”¹⁶

- 1) Anyone can participate.
- 2) Create shared value by default.
- 3) While participation is self-organising, the focus is on business outcomes.
- 4) Enlist a large enough community to derive the desired result.
- 5) Engage the right community for the business purpose.
- 6) Participation can take any direction.
- 7) Be prepared for it, and take advantage of it.
- 8) Eliminate all potential barriers to participation.
- 9) Ease of use is essential.
- 10) Listen to and engage continuously with all relevant social business conversations.
- 11) The tone and language of social business are most effective when they're casual and human.
- 12) The effective social business activities are deeply integrated into the flow of work.

I've added these tenets to provide you with a comprehensive idea about the scale of social business and the principles which can, or rather should, be applied to sustain a stable and oversee-able environment.

¹⁶ Hinchcliffe, D & Kim, P.: “Social Business by Design” p.215

In The End

The generation that is about to join our workforce grew up with the Internet; for them it has always been there. They know no life without it, and in some cases, have no life without it.

Being connected 24/7 is a way of life for them: finding information through a browser, chatting, video blogging, instantly connecting with a brand on their mobile phone. These things are second nature.

When they apply for a job, they expect nothing less. They would not really know how to communicate through email, nor would they have a strict 9-5 mentality, and they would expect to work from home, or from anywhere else.

It is not just about change, or about providing your current employees with modern tools.



**It's not change for the sake of change.
It's change for the sake of survival.**

Want to know more?

You can read “Socialized!: how the most successful businesses harness the power of social” by Mark Fidelman or “Social Business by Design” by Dion Hinchcliffe and Peter Kim.

Both books have ample examples of companies who successfully implemented social business and they provide extensive guides for implementation.

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