five

# Control the Center
(What Is It and
What Pieces Do You Need?)

In chess, one of the key strategies in the opening is to control the center, but which pieces should be used to make that happen? Who in your organization needs to be involved in the discussion and strategy to make sure the collaboration initiative is successful?

Simply relying on the IT department to deploy and manage collaboration is not effective. Similarly, assuming that business units are going to run with the project is also ineffective. Business unit leaders and IT professionals both need to be involved in making emergent collaboration work.

In the survey that Chess Media Group conducted we found that both business and IT professionals are involved in most deployments, as is shown in Figure 5.1 (many of the responses that cited "other" listed marketing and communications as the departments responsible for E2.0 at their organizations, which applies to the business unit category).

What's also interesting in this figure is that when either IT or a business unit owns these initiatives, business units are more involved than IT departments. The reason for this is that the barrier to entry for business unit leaders is now very low. These technology solutions can be simple to deploy with minimal technical knowledge and at a very low cost. Remember how easy it was to set up that Facebook or

Business unit	28%
IT	15%
Both	46%
Other	11%
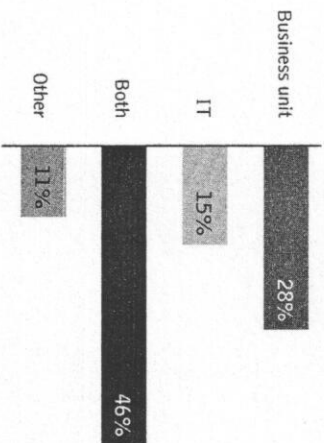
Figure 5.1 What departments are responsible for sponsoring Enterprise 2.0 efforts?

LinkedIn account? You didn't have to purchase any software, install anything, or get permission to set it up. Many of these benefits apply to the emergent collaboration space as well (even though many freemium products will eventually charge), so there is no reason a business unit leader can't deploy a collaboration solution without the help of IT.

From the organizations I have spoken to and worked with, the most effective team consists of a combination of the following:

- A senior-level executive who helps drive the initiative from the top.
- Business unit leaders who will be managing the initiative.
- IT professionals who will be managing integration and security.
- Compliance and legal professionals who will be assisting with policies and guidelines.
- A group of enthusiastic users/supporters to act as the evangelists. It's important to have several evangelists geographically and departmentally distributed throughout the organization.
- Project managers who will be the overseers of the project as a whole.
- Someone from a user experience team.
- Employees who will be day-to-day collaborators and users.
- Any other stakeholders who wish to join or participate.

Let's take a look at why these people make up an effective team.

Senior-Level Executive

Having someone from senior-level management is important for enterprise collaboration initiatives for a few reasons. First, it shows the employees that collaboration is being encouraged and supported from the top. Second, it's important to have someone who is able to make decisions at an executive level when issues are escalated or when there is lack of agreement. Third, having someone with formal power and budgetary authority increases the chances that this will be acted on. When senior-level executives are not involved, these initiatives typically turn into recommendations instead of actions.

Morten T. Hansen, author of *Collaboration*, developed the concept of T-shaped management, which is applicable here. In his book Hansen shares a story about an investment banker at a large financial institution who is up for promotion. This person is loved by his clients, is a top performer at the company, and receives great performance reviews from his managers and peers. However, the problem is that this person does not collaborate and is not a team player. Should this person be promoted to a senior-level managerial role?

Hansen states that the enemy of collaboration is modern management. Most organizations today are structured into various business units or departments, each run by a department leader who reports up to the CEO. The leaders of these units focus on achieving "their numbers" and meeting their targets. Those who exceed their targets and generate solid revenue for the company get promoted. Over time this leads to an extremely internally competitive and siloed organization; you can imagine why collaboration in such an environment does not work well.

Let's get back to the investment banker. Would you decide to promote him yet? At first it's easy to say yes, he should be promoted. But what happens if you start promoting and hiring leaders who are not collaborative? You can see how the culture of the organization and the rest of the employees are going to be affected. Collaboration in this scenario will become a problem.

Hansen's concept of T-shaped leaders means that these employees are effective not only at managing their own business units or departments but also at connecting other employees, are willing to help others, and can work and collaborate across other areas as well. I recommend reading Hansen's book for more insight on this issue.

Business Unit Leaders

These middle or senior managers can help encourage the adoption of new tools and technologies in their departments. Business unit leaders will also help guide the specific use cases that are applicable to their areas. As with senior-level management, it's crucial that business unit leaders actively participate in emergent collaboration.

IT Professionals

It's important to make sure that the professionals maintaining the infrastructure and security of the organization are involved with this initiative. They will be the ones to evaluate things such as security, integration, and maintenance and upgrades. Sometimes the IT department is actually the driving force behind enterprise collaboration, as was the case with the American Hospital Association. With the ease of deployment for many emergent collaboration solutions, the temptation to proceed without IT exists but should be quashed.

Compliance and Legal

Making sure that the way employees engage and share information complies with legal and privacy concerns is always an issue, especially in regulated organizations. I once met an executive from a pharmaceutical company who told me that employees are not even allowed to mention brand product names in their internal collaboration platforms. Making sure that the organization as a whole is not at risk of violating employee or company rights and regulations is important

and is why you want to have someone from legal and compliance here. It's important to note, however, that it's not always best to agree immediately and become complacent about everything that legal throws your way; don't be afraid to push back on a few things to find a compromise. The best way to go about this is to have an open discussion on what can be done and what the possibilities are. You will find that whereas certain things might not be negotiable, in other areas one can be quite flexible.

Evangelists

This might be a large group of people or perhaps one internal champion within the organization. The evangelists are the ones who really support and drive this initiative. Evangelists help convey value to the rest of the organization, encourage adoption, help with training other employees, and act as the go-to resource for anything involving emergent collaboration. They are employees who are truly passionate about emergent collaboration and love it.

Project Managers

This person oversees much of the strategic and tactical implementation of the initiative, making sure that things are happening on time and in the right way. The project manager can be thought of as the conductor who brings everything together to make it work.

User Experience and Design

Making sure that the user experience, branding, and usability aspects meet the criteria of the organization is important. Customizations and features are usually heavily influenced by feedback from these individuals. If your employees are going to be using a central collaboration platform on a regular basis, you want to make sure that it has the company look and feel that you want to convey.

Employees

This very valuable group could consist of evangelists or other stake-holders, but I wanted to make sure to call out employees as an important part of this. At the heart of enterprise collaboration are the employees who are going to be using these tools and technologies to collaborate and communicate with one another. Therefore, employees should be involved. You don't need 10,000 of them involved, but as is mentioned later, it is important to hear feedback from employees in various business units as the use cases, business problems, success metrics, and strategies may be different. One or a few employees can act as the voices for a larger group. Simple surveys are a great way to get employee feedback.

Other Stakeholders

David Straus, the author of *How to Make Collaboration Work*, defines a stakeholder as one of the following:

1. Someone with the formal power to make a decision
2. Someone with the power to block a decision
3. Someone affected by a decision
4. Someone with relevant information or expertise

At large organizations it obviously becomes inefficient or impossible to involve every single person who wants to be involved in the planning and team process, and so in these types of situations, representatives can be selected to speak on behalf of a particular group, for example, on behalf of the employees in the marketing department or the sales department. Team dynamics are also important here, and so putting together people you know work well together is a good idea. Gloria Burke, the director of knowledge strategy and governance at Unisys, said it best, "Cross-organization stakeholder involvement and a top-down lead-ership support model are essential drivers in achieving and sustaining a successful knowledge-sharing and collaboration environment; people support what they help build."

A Note on Those Who Resist

Not everyone is going to be supportive of these collaborative projects; in fact, there most likely will be some very outspoken opponents who will not want this to happen (resistance is addressed in more detail in Chapter 8). The key is not to exclude them but to involve them and let them voice their concerns, issues, and frustrations. Those who oppose something can often become the greatest evangelists. My company once conducted an assessment of a midsize organization in which we were all warned about an employee who was against anything collaborative and social. We spent some time with that employee to understand why she was so strongly against doing certain things and later discovered that the main reason was that she was unaware of how it would affect her job and had no understanding of what these platforms could do and how risks would be mitigated; basically, she was scared, and under-standably so. After addressing her concerns, we found that she became quite supportive of the project. Try to identify the people you believe are not supportive and get them involved early on in the initiative. Help educate them and listen to their concerns and feedback. Try asking them the following questions:

• What is it about this initiative that you are against?

• Do you believe employee collaboration is important?

• Do you see any areas of improvement around collaboration and communication that you think we can turn into opportunities?

• What would make you feel more comfortable with moving in the direction of collaboration?

• If you were leading this organization, what would you do to help foster collaboration?

Asking these questions will allow you to understand where an employee who shows this resistance is coming from and why. This isn't about steamrolling employees, so make sure to pay attention to feedback.

Of course, not every organization is going to have the type of col-laboration team described above. In fact, I have found that no two
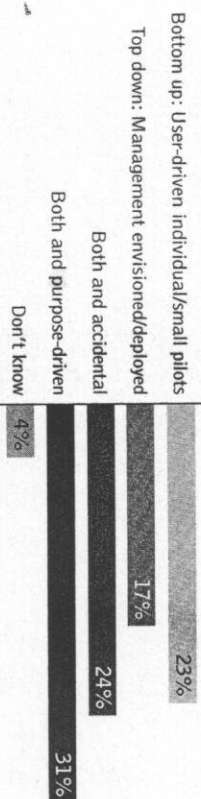
organizations have the exact same team or the same number of people participating to make these initiatives successful.

The Next Question to Ask Is How to Get These People Involved in the Initiative

Getting employees involved doesn't need to be complicated. In fact, it starts by just asking them.

I have found that discussions about deploying these solutions are not uncommon within organizations. In fact, it's quite the opposite; they are common. The way to start is by looking at who else in the organization is having these conversations and discussions. I'd be surprised if there weren't teams at your company that haven't already deployed their own emergent collaboration technologies, such as wikis, microblogs, blogs, or other easily deployed platforms. After all, there are many free and low-cost alternatives that take a minimal amount of time to get up and running. Figure 5.2 shows that in 23 percent of all organizations the push for Enterprise 2.0 comes from the bottom up, which means that it's likely these tools are already being used in teams, groups, and departments. Keep in mind that these discussions aren't typically about emergent collaboration as a topic but instead are about business problems that employees are faced with. Emergent collaboration then becomes a potential solution to existing business problems.

You might encourage some of your colleagues to share their stories and experiences with you so that you can document them and share them with management. Surveys, as mentioned a few times in this

Bottom up: User-driven individual/small pilots — 23%

Top down: Management envisioned/deployed — 17%

Both and accidental — 24%

Both and purpose-driven — 31%

Don't know — 4%

Figure 5.2   In your company, where does the push for Enterprise 2.0 come from?

book, are also effective ways to identify the collaboration problems employees are experiencing.

Many executives and employees do not like to address the elephant in the room. Because of this, many people in the organization are aware that a problem with collaboration exists but choose not to address it. This will work for only so long, and eventually it has to be addressed.

Is it more effective to have the push for Enterprise 2.0 come from the top down or from the bottom up? In the Chess Media Group survey we found that the greatest push for Enterprise 2.0 came from both the top down and the bottom up with a clear and driven purpose.

We can also see that "both and accidental" is the second largest type of push for Enterprise 2.0. This means that in 55 percent of all deployments the push came from the bottom and from the top. What does this tell us? Clearly, this is something that is being considered by most employees at an organization, and so the first step is to not be scared of having that conversation. If we include the "top down" numbers as well, senior management is involved in the push for Enterprise 2.0 in 72 percent of all deployments.

There is no template or cookie-cutter approach to getting people involved, but you should remember that based on the Chess Media Group survey, the chances of other executives and employees already having had these discussions is very high. Here are some things organizations have done to get support for these initiatives:

- Conducting employee surveys that clearly show that collaboration and/or communication is an area that employees would like to see improved.

- Developing and presenting a set of business use cases that other employees can relate to. This can be quite simple: Go out and deploy something for a small team and then show the value of what was done.

- Highlighting case studies and examples of what other companies are doing. If you can find competitors or vertically relevant companies, that's even better.

- Communicating the value of this for the employees. For example, you can go to an executive and say, "Remember how you keep mentioning that the executive team doesn't have enough insight into the ground level of our organization? Well, I think I found a way to fix this problem."

"How do we get people involved?" is a tricky question to provide a definitive answer to because it's a bit like asking, "How do I make friends?" Sure, there are some things you can do, such as not being rude and being open-minded. However, friendship happens when people click, and that is much more of a personality and personal connection factor than it is a "what can I do" factor. Although the things mentioned above can help get people involved, it is also going to depend on things such as timing, whether the people you are approaching like you and trust you, and whether you can connect and communicate with those people.

"What's in it for me?" is an important question to address for those who might potentially be involved. Unfortunately, in many companies it is rare for employees to play an integral role in something that has the potential to change the culture and the way the business operates radically. This serves as a new and exciting opportunity for employees to challenge themselves and become part of something that can change the direction of the entire company. Most of the employees at companies whom I have interviewed were excited to be a part of something new while learning new skills. Employees who are passionate about emergent collaboration and believe in connecting employees together are the best people to have on this team.

Where Does the Money Come from to Make This Happen?

One of the reasons budget becomes a factor in deciding not to invest in emergent collaboration technologies and strategies is that *budget* sometimes means "fear." In other words, the budget isn't the real reason executives don't invest in this; fear is. If your organization

wants to invest in collaboration and believes in the value of connecting and engaging employees, budget should not be a problem. Penn State University cut one of its annual employee events and used that money to fund its collaboration project. Why did it do this? Because the employee event was large enough to accommodate only a small sample of the employee population; although it was an annual event, not every employee could attend. The reasoning became, why spend money every year on engaging some of our employees physically when we can engage all of them virtually? Other organizations have an emergent solution, an innovation, or a special projects budget that they pull from. Some companies rely on low-cost alternatives such as wikis or blogs. Still other organizations pool budgets from various departments such as human resources (HR), IT, and internal communications to make this a reality. I've also seen organizations shift their existing intranet budgets to emergent collaboration platform budgets. This doesn't have to be a hard and tedious process. Smart organizations will figure out a way to make this happen. I recently spoke with a team at one of the world's largest companies that told me, "How could we not invest in this?"

Can you imagine working at your company without a phone system, the Internet, or a computer? Like all these things, collaboration is not an option to build and sustain a successful organization; it should be a requirement.

I don't want to start talking numbers here because it's all relative. I know of small companies that have spent around $150,000 annually for emergent collaboration initiatives, and I know of large organizations that have spent less than that. The point is that there are options.

In developing these teams, it is also common to find that some employees are more involved than others. David Straus developed a concept called "rings of involvement" that applies to how involved relevant stakeholders are in collaboration. That concept inspired the chart shown in Figure 5.3.

In looking at how emergent collaboration platforms and strategies get implemented in an organization, it's helpful to think of several degrees of involvement, as shown in the figure.
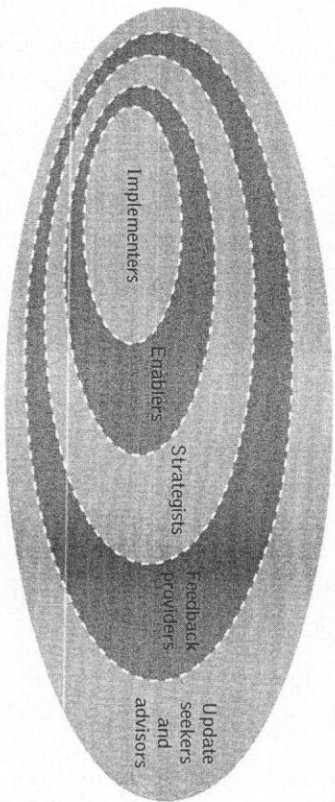
Figure 5.3 Degrees of involvement in emergent collaboration
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Implementers

This is the core team that essentially works on rolling things out. Implementers are the day-to-day employees who do everything from selecting the vendors to developing adoption strategies. The implementers are usually full-time employees devoted 100 percent to making sure the effort is successful. They can be thought of as the construction workers responsible for building the organization's emergent collaborative house.

Enablers

This is an extension of the core team but is not as involved. The extended team might work on a subset of the core project such as trying to figure out who the evangelists within the organization might be or trying to predict certain risks. Ultimately, the extended team isn't a part of the big-picture strategic initiative but assists the implementers in making sure the big picture fits together. The extended team is akin to a right-hand man. The enablers effectively help make the implementers' job possible.

Strategists

The strategists work closely with the implementers and the extended team as they help develop the big picture. The strategists can be thought

of as the architects who design the blueprints for the implementers and the extended team. Often there is crossover from the implementers and the extended team to the strategist role. All these categories are permeable. Strategists may not do the actual implementation.

Feedback Providers

These employees attend meetings and receive all the information they need to provide feedback and/or insight to assist in the project. Feedback providers don't actually have a hand in the roll-out or strategic decision making but contribute ideas, recommendations, and insights when and where needed. These employees are great for bouncing ideas off of.

Update Seekers and Advisors

This group of employees just wants to know what's going on with the initiative. The group can be large or small, and typically it receives updates via alerts, e-mails, newsletters, or perhaps briefings. Sometimes certain executives like to be the update seekers; they want to get enough information to know what's going on and that things are going well.

Keep in mind that we are describing nothing more than involvement. This doesn't have anything to do with seniority, the size of a group, or importance. It's possible that someone senior will be part of the implementing group and an entry-level employee will be part of the update seekers group. How involved employees are can depend on all sorts of things, such as how much interest they have in the project and whether they have the time to contribute. Also, these types of involvement groups are not mutually exclusive or permanent. Employees can be a part of more than one group and can also move between groups; for example, an employee who may start getting updates and information about the project and then realize this is something he or she wants to be part of. This isn't meant to be a rigid bucket of employees; it's merely an overview of how employees are typically involved. It is something you can easily adapt and modify so that it fits your organization.

This whole group might be called the Emergent Collaboration Task Force or whatever other fun or creative name you come up with. Some companies have one core team that handles all the functions necessary, and other companies have multiple teams for separate functions. For example, you might want to have a task force as well as a governance committee or an oversight team that meets less frequently and addresses broader issues of emergent collaboration such as mandating the use of tools, changing employee incentive programs to include collaboration, permissions and policies, and other broader topical issues that help the company govern emergent collaboration. In either scenario you want to make sure to have a senior-level executive (or a few) involved.

Organizations also typically organize their teams in one of two ways. This isn't to say that one is better or more effective than the other; I believe it's situational.

Permanent Teams

Organizations with permanent enterprise collaboration teams have either hired new employees or transitioned existing employees to a new role. This is something I have typically seen in larger or more complex organizations. Permanent teams always focus on continuous ways to improve collaboration within the organization and deal with many complexities of managing robust collaboration solutions. Integrations, vendor transitions, and infrastructure changes or requirements are all handled on an ongoing basis by permanent employees. Content organization and structure also plays a crucial role here as often the larger the company is, the more content that company has and is producing. This doesn't mean that smaller companies don't have permanent teams; they often do.

When This Makes Sense

This form of organization makes sense in the following situations:

- Larger organizations in which a lot of content and information is being shared regularly

- Organizations that are just getting started with emergent collaboration initiatives and need to hire full-time employees

- Organizations that are continuously incorporating employee feedback into systems

- Dynamic organizations in which things are usually changing

- Organizations that deploy solutions that require dedicated IT staff to manage or in which vendor changes and infrastructure changes might happen

Ad Hoc Teams

These teams come together for this initiative, but the employees retain their day jobs and positions. The team meets regularly to discuss ideas and solve problems, but its members are not strictly devoted to enterprise collaboration on a full-time basis. Typically, organizations with ad hoc teams are not as large as those with permanent teams. In some large companies I have also seen one or two full-time employees remain on the team.

When This Makes Sense

This form of organization makes sense in the following situations:

- Established organizations that have already deployed these systems and are now in sustaining mode

- Organizations in which a lot of documentation and content is not created and/or shared, perhaps a small team in which everyone is in the same office

- Large companies that seek to assign distributed responsibility to a large group of employees

- Smaller companies that don't have the resources to dedicate permanent teams

Once teams are developed, it's important to maintain regular communication and meetings to discuss and address things that may arise

during the course of the emergent collaboration initiative, such as brainstorming additional ways or ideas to get employees to use the platform. Large organizations with a presence in multiple countries usually have representatives from various geographies or local offices that are part of the team. There is no formula for how big or small an emergent collaboration team should be; in fact, the more evangelists and supporters you can get, the better. However, the core team will have to remain a manageable size.

Summary and Action Items

Emergent collaboration should be a joint effort between IT and business units. In fact, the research that Chess Media Group put together shows that this is the case for many organizations. Emergent collaboration teams can be composed of a diverse set of employees, and not every company will have the same kind of team involved. Your organization needs to understand what the team should be like and who should be involved. Make sure to include those who resist during the discussions; their concerns should be heard. Finally, make sure the team understands how involved the employees are going to be and how they will receive the information they need:

- Select the people you want to be part of the team; you don't need to limit this to a closed group. You may ask around and share the news of a new collaborative project to see who steps forward.
- Outline how involved each of the participants is going to be.
- Discuss whether you think this should be an ad hoc team or a permanent team.
- Address where budget can come from and come up with a few options.
- Arrange for regular meetings with the team.

Chris Hart is the vice president of IT at Random House Publishing, and during the continuing course of his company's emergent

collaboration journey, Chris has learned quite a lot. He agreed to share some of his insights with us.

The value of Enterprise 2.0 tools seems so clear from a technical or business analyst position. The tools offer more real-time data, better collaboration in teams, ambient awareness of the company's independent units, and single solutions to all those internal department blog/wiki requests. But the lack of a clear ROI and the looks you get from upper management at the suggestion of adding a "social tool" to the enterprise can be a bit daunting. Additionally, a social tool at work meets with some staff derision as well: "Why do I need to Facebook for the company?" and "Don't we have enough communications already: e-mail, phone, mobile, etc.?"

So what does an Enterprise 2.0 tool set offer to a company, and who should lead the effort forward?

Who drives innovation in your company? Of course, IT has an interest in all things cool and buzzy, and so they are engaged early on in social tools. The good news is that the tools are simple to install, and moving some existing communications to microblogs and Twitter makes good technical sense and models the behavior corporate users need to display. But beyond IT, most business areas can find immediate advantage in an internal social network.

A top-down approach is rare in my experience, since E2.0 tools can be received with general derision from resistant staff. The message that senior management "wants us to tweet" may not be a clear call to effective action. It's better to build a strategy focusing on communication and collaboration and then, ask for teams to coordinate "those solutions. Involving senior management in your roll-out and asking them to post and set the tone of the conversations is great, but expecting people to work socially on management demand is unrealistic.

Human resources can immediately post job offers, policy changes, green initiatives, and more, creating a HR newsletter

easily. HR is a great enabler, since they want to expand communications and ask for a new employee form to be delivered, a department newsletter, etc. A social networking tool may be an effective solution for HR, with many cross-functional communication features; otherwise, HR relies on e-mail and intranets and gets no direct feedback and can't judge the impact. Additionally, enabling search in your tools adds a powerful means to keep staff informed.

Sales can suddenly collaborate and share contact details. It becomes like e-mail, where IT runs the software and different business areas can use it the way they see fit. If e-mail is accelerated snail mail, social collaboration is accelerated e-mail: accelerated and expanded.

Project teams (project management offices) are often driven by technology adopters and evangelists; they are looking for tools to collaborate and report on projects. Project milestones and tasks are crucial to track but hard to communicate without spamming the enterprise. Rather than provide e-mails, Excel sheets, or solutions such as Basecamp or Salesforce, an internal social site can accomplish multiple goals with one piece of software. Project documentation, status, alerts, notification, and change management all fit nicely into social media.

Since E2.0 tools in the enterprise can lead to the evolution of business toward "social business," they can impact all areas. Social media can break out like a rash, a very positive rash of connections and engagement in all areas of the business. What do you do with people who resist, find it uncomfortable to work openly? You can leave them and circle back. Don't spend too much time convincing resisters and fighting for the value of open communications, knowledge management, and clear status views. If they don't see the value now, they will as more work is done outside of e-mail and more actions are real-time. Social media draws participants (or readers) by having energy and engagement of staff, not by being a smarter tool or being

feature-rich. E2.0 tools opens the work being done to the visibility of other teams, management, and colleagues. If people are resistant to this change, over time they will engage, just as people did with e-mail.

If you can, avoid the squishy discussion of "changing the corporate culture" until later. E2.0 tools offer the on-ramp to the long-promised gift of knowledge management. If people share project status, work events, and exceptions to the rule and share real-time work issues, you start having a learning organization. The possibility to learn from others opens up staff to a broader context if all the work streams could be easily indexed in a central area, pointed to with URLs, posted to with RSS, linked, etc. The huge amount of time spent trying to find the right person or event decreases dramatically, and people can start seeing broader impacts of events within the company.

But a problem is that people don't work in the same way they socialize. Having the same consumer social tools with the same content doesn't work. The workplace is not open and free. Work has elements of individual and team competition, security, stealth projects, and poor managers, all of which should be avoided. Offering another Facebook at work doesn't sound like a value proposition, especially if you just add that and keep doing all your other work; it's just more to do. If e-mail doesn't change, no meetings get canceled, and no one gets back more value than they put in, it will fail. Generally, people use a tool only when they get more out of it than they put in. And that requires a sense of trust that others will participate. So getting started is hard. The first posts look lonely, but once the network effect kicks in and people see other people they know using the tool, it moves quickly. Activity has gravity and energy, and it pulls people in. You can add to that energy with smart choices of system automations and targeted participation.

How do we go from a reluctant internal Facebook to a rich and open knowledge management system? The move to a corporate

accelerator requires thinking of your E2.0 solution as part of your systems architecture. E2.0 can be the glue point between systems and people. In the corporate framework, you want people reacting to real-time data and you want them to share and learn from their reactions. A data-driven company needs to move beyond reports and dashboards and into actionable granular system alerts that do not require interpretation and are small enough in scope to complete today. Think of your applications and systems as really smart people to follow, people who can post/tweet conditions that are based on real-time analytics, complex and deep dives into data that require multiple reports and complex interpretation. The simple statement "At the current rate of movement, three stores are out of stock of XYZ in one week, and the distribution center has no stock" can be posted and followed by any number of people: sales, manufacturing, management, warehousing, etc. That is actionable data that can be discussed, commented on, liked, shared, forwarded, and resolved within that E2.0 tool. And the resolution can be understood and coded so that next time the systems can resolve the issue further, and soon the systems post would state: "More XYZ stock has been ordered from manufacturing to a low stock/inventory position." Automating parts of the business that are repetitive and focusing on analytical exceptions can be the goal of the E2.0 system. All of that system messaging and social messaging can happen within the structure of an enterprise collaboration tool.

The real push to change team behaviors needs to come from multiple areas at once: the project managers, HR, IT, sales, and business leaders in general. If project communications are done in a collaboration tool, status and milestones are shared. Projects don't disappear into spreadsheets on shared drives, timelines aren't frozen into Gantt chart wallpaper, and redundant efforts are quickly highlighted. Getting project managers into Enterprise 2.0 tools opens projects to review

and scrutiny. Projects should be seen and heard by everyone interested at all times.

If business leaders participate, especially senior management, the conversation suddenly becomes electric. If people worry about social media in the enterprise going off the corporate rails, nothing keeps it on track like management participation. Knowing that threads and conversations are being viewed by different levels of management creates a new way for staff to be noticed. Reputation management is built into most packages, so the people who have gravity, who have the most "liked" comments, become pundits for their departments. The inherent meritocracy of social networking makes people who post and participate in a meaningful fashion get noticed in the workplace or the world.

But why not use e-mail? As Bill French said, "E-mail is where knowledge goes to die." E-mail can't offer that flexible and open a solution for obvious reasons. You can search and retrieve from someone else's e-mail, you don't want to administer hundreds of mailing lists for every business issue, and you don't want interested people not to find something because it is trapped in e-mail. Forget sending more reports, because most reports require interpretation and five other reports to be meaningful. And computers are better at bumping data, defining conditions, and controlling standards than is an overworked staff. Just look at how many reports your company has. How many reports does it take to make a decision? How many people know all those interactions? What if everyone who could get value from an event, could know about it, and react to it, and it could all be captured and tracked and searched?

Search becomes a huge benefit for a social network internally. If you can include your document repositories, enterprise software systems, intranets, and social network in a search engine, you've just created "knowledge management lite." You will be able to move quickly and find what you need in people, documents, or databases; what could be better?

Remember to keep the basic 1/10/100 rule in mind for your enterprise social networking project. It is easy to be frustrated that there are hundreds of users logging in, but few posts. In general, 1 person posts, 10 people like or comment, and 100 read the post. If you keep in mind that formula, the value of the network you're creating is easier to judge. Many site managers see comments and likes as being as important as the initial posts, since that shows the engagement, which is crucial to success.

As your enterprise social environment grows, dedicated staff may be needed, the same type of staff that handles intranet communications and corporate bulletin boards. The difference is that the ease of use of these Facebook-style interfaces requires no training, and most of your younger users will easily slip into posting work status. Imagine being out of the office for a day but being able to catch up on business status, projects, problems, and the like, with the same tools you use to catch up with friends. It's the same basic stuff, just for work, not family or friends, and it can be as effective.

E2.0 gives you project status from people (which is another challenge), corporate announcements (can't live without those), exceptions management alerts (system opportunities/threats), and an index of your day's events. It's also really interesting to see all the groups your staff will create, all the closed and open team areas. It's meaningful for structure to see the real work areas emerge. Sometimes the informal groups can hint at a better logical organization of staff than the current org chart. If your groups break down the organizations silos, then maybe it's time to rethink the company structure.

So invite your systems to your E2.0 tools. Create automated alerts with standard interpretations of events/data and let staff follow them as you would other people. Enable search across systems so it's easy to find people and ideas. No department or team can own all the conversations in a company or control all the groupings. If you give everyone an account and add some clear

benefits to show the way forward, such as HR and exceptions management alerts, people will converge and begin to share business information in new and exciting ways. We can't participate in the new 2.0 economy by using business 1.0 methods.