

The New Role of HR in Collaboration

Jacob Morgan

Slides, Case Studies, and Strategy Resources

ChessMediaGroup.com/Resources

- Around a dozen in-depth case studies
- State of Enterprise 2.0 Collaboration Report
- Unique strategy resources to help you with collaboration efforts
- Updated Regularly!

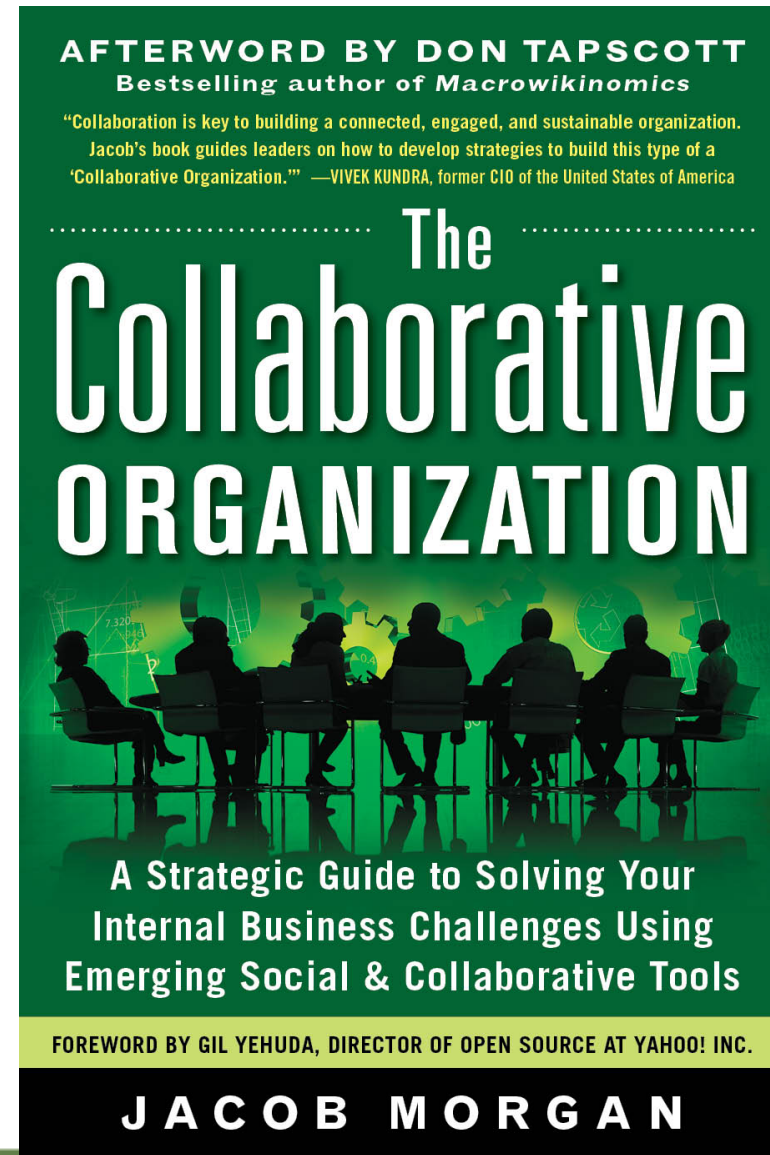


- Principal, Chess Media Group
- Author of Amazon best-selling book “The Collaborative Organization” (McGraw Hill)
- Traveler and Chess Lover!
- Blog: SocialBusinessAdviser.com
- Twitter: @JacobM



The Collaborative Organization

- Published July 2012 (McGraw Hill)
- First comprehensive guide to emergent collaboration in the workplace
- Includes real-world examples, hard data, and contributions from practitioners, and unique models and frameworks
- Amazon best-seller
- Endorsed by leaders such as the former CIO of the USA, CMO of Dell, Chair of the MIT Sloan Management Review, CEO of Unisys, CMO of SAP, and dozens of others
- SocialBusinessAdvisor.com



What Is Collaboration?



- Collaboration isn't new, it's been around for many years
- All about two or more people working together to create something or achieve a goal
- Technology and culture have changed

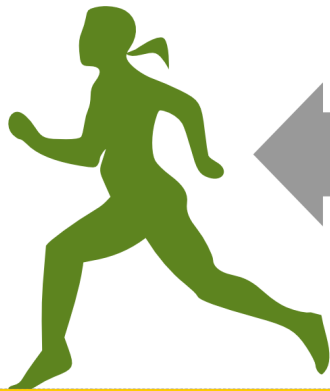


Your Future Workforce

- Cultivate passions
- Engage with communities
- Find and share information
- Learn and grow at will
- Always connected
- A teacher and a student

Are you ready for him?...

Mind the Gap



CONSUMER WEB

New tools and behaviors
Transparency
Ease of use
Innovation
Easy to find, connect, share,
create & consume
Evolving
Bold
Engaged
Collaborative



THE ENTERPRISE

Trapped in email
Legacy systems
Old ways of working
Not efficient
Command and control
Hard to navigate
Not adapting
Scared
Disengaged
Siloed

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Common Collaboration Problems

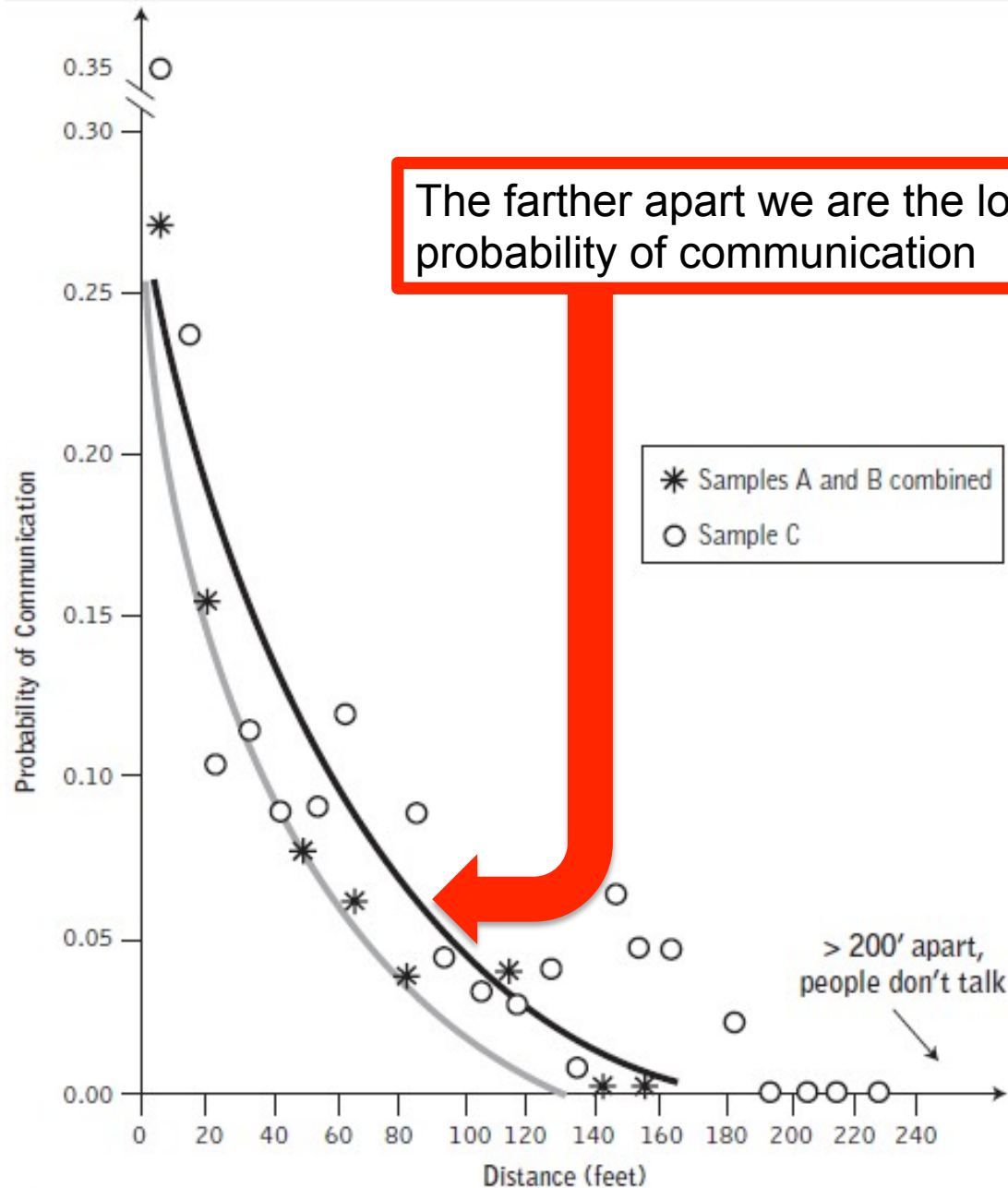
More specific to HR

- Employee engagement
- Onboarding
- Performance management
- Work-life balance
- Incentives, rewards, and benefits
- Growth and development
- Employee experience
- Retention (people and information)
- Build trust

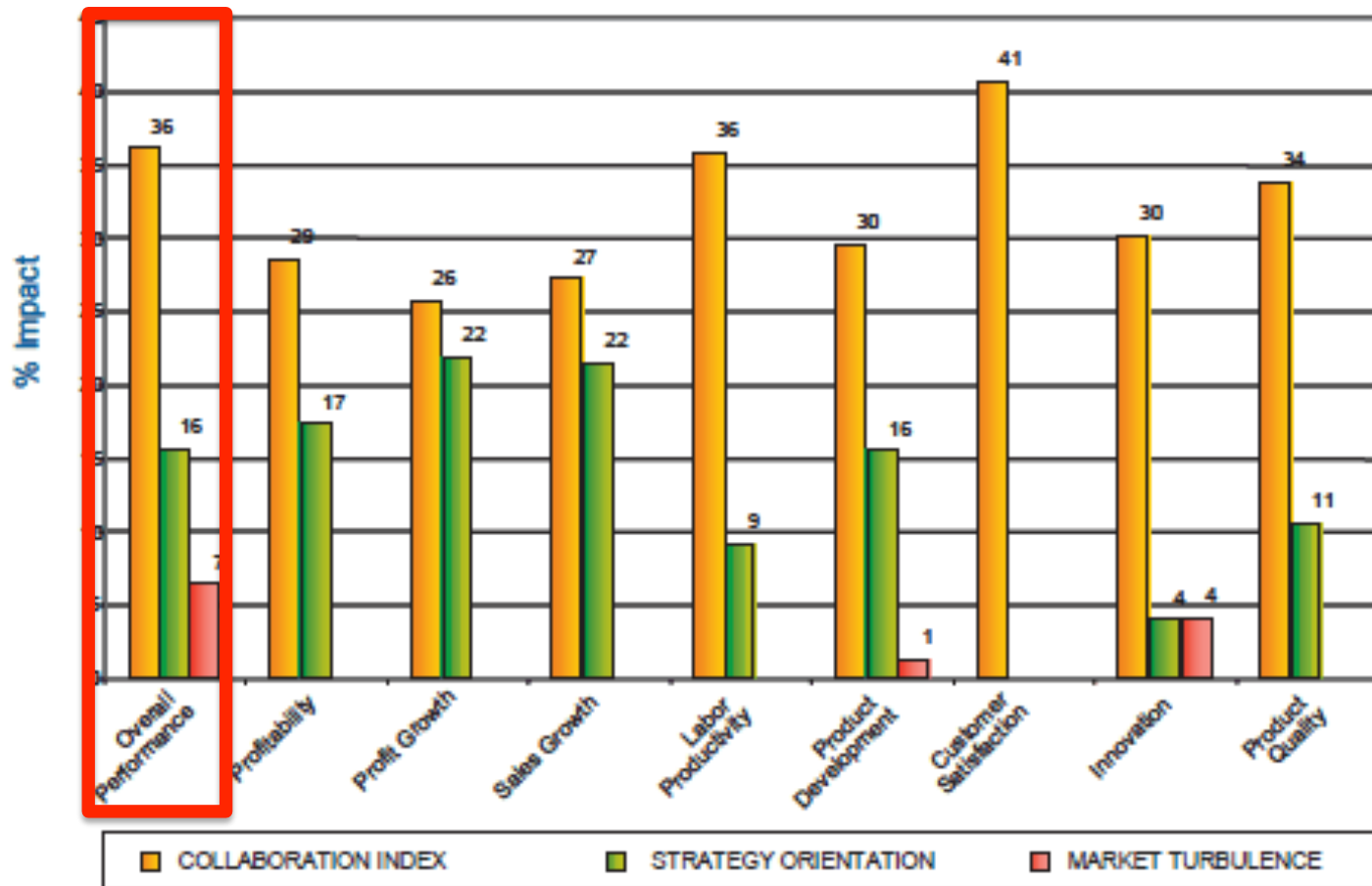
Broader collaboration problems

- Find subject matter experts
- Hard to find information
- Too much time spent in email
- Cross-boundary communication/collaboration
- Duplication of content
- Department and organizational alignment





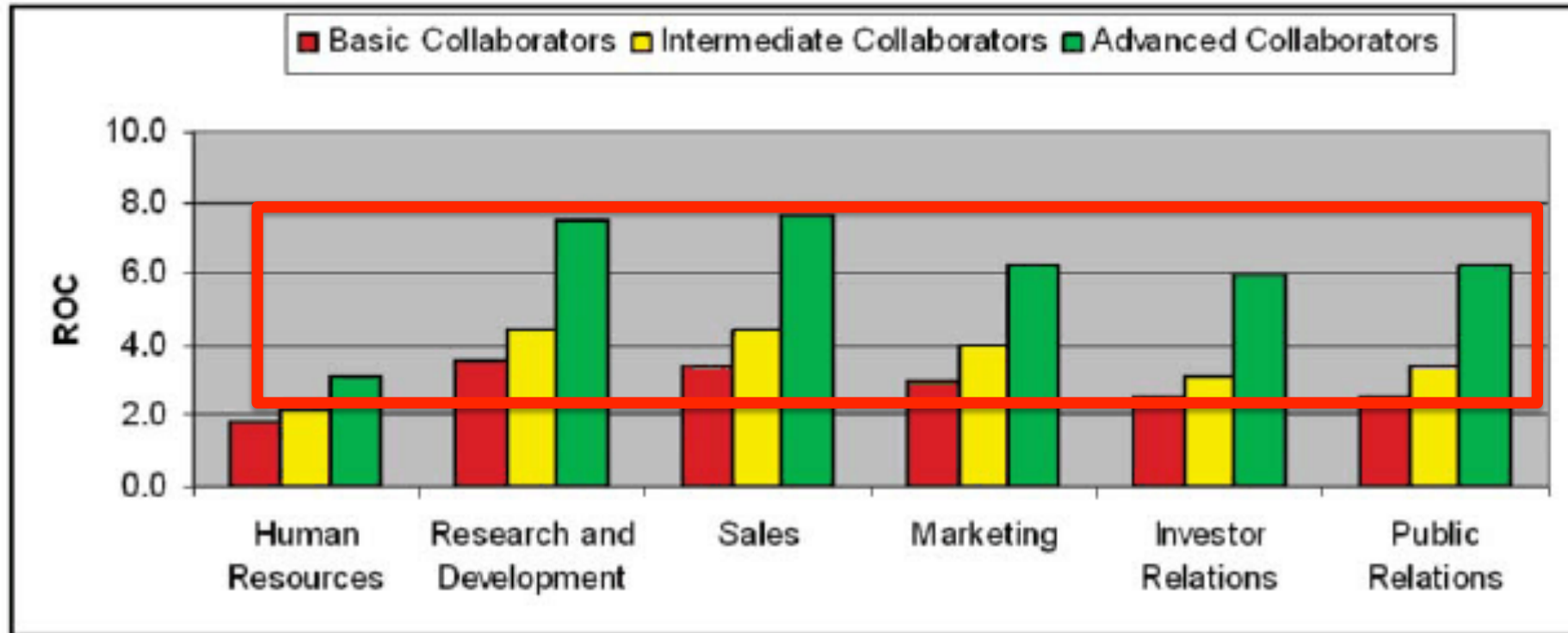
Impact of Collaboration



Source: Frost & Sullivan

Impact of Collaboration

Figure 5: UC&C Deployment and Business Critical Processes



Source: Frost & Sullivan

A majority of respondents say their companies enjoy measurable business benefits from using Web 2.0.

■ % of respondents whose companies are achieving specified benefits from their use of Web 2.0 technologies¹
 ■ Median improvement, %

Internal purposes, n = 1,598

Increasing speed of access to knowledge	77
Reducing communication costs	60
Increasing speed of access to internal experts	52
Decreasing travel costs	44
Increasing employee satisfaction	41
Reducing operational costs	40
Reducing time to market for products/services	29
Increasing number of successful innovations for new products or services	28
Increasing revenue	18

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Customer-related purposes, n = 1,708

Increasing effectiveness of marketing	63
Awareness	20
Consideration	15
Conversion	10
Loyalty	10
Increasing customer satisfaction	50
Reducing marketing costs	45
Reducing support costs	35
Reducing travel costs	29
Reducing time to market for products/services	26
Increasing number of successful innovations for new products/services	24
Increasing revenue	24

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Working with external partners/suppliers, n = 1,088

Increasing speed of access to knowledge	57
Reducing communication costs	53
Increasing satisfaction of suppliers, partners, external experts	45
Increasing speed of access to external experts	40
Reducing travel costs	38
Reducing time to market for products/services	28
Reducing supply chain costs	22
Reducing product-development costs	22
Increasing number of successful innovations for new products/services	20
Increasing revenue	16

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¹ Includes respondents who are using at least 1 Web 2.0 technology.

Source: McKinsey, The rise of the networked enterprise: Web 2.0 finds its payday

20-25% improvement in knowledge worker
productivity possible

\$900 billion-1.3 trillion (annual value that could be
unlocked via social technologies in 4 sectors)

2/3rds of that value comes from
communication and collaboration between
and across enterprises...
That's almost \$600 billion-900 billion

Source: McKinsey, The social economy: Unlocking value and productivity through social technologies

“Human resource practices that foster strong connections between employees and employer generally sustain a social climate within the organization that facilitates the exchange and combination of knowledge necessary for innovation and growth.”

~ILR Impact Brief - Pathways to Success: Human Resource Practices Do Matter (Cornell University)

Where does HR fit in?



- Unique opportunity to be collaboration leaders
- Integrate collaboration into: onboarding, rewards, benefits, talent management, and other areas
- Employees are the most valuable asset



- 72% of US workers are not engaged in their work. Defined as essentially sleep walking throughout their day. (Gallup)
- Gallup estimates disengaged workers cost U.S. businesses as much as \$350 billion a year

What most people think HR does

Recruitment

Discipline

Rewards

Staffing

Payroll

What today's HR should do

Enterprise pulse

Vision and goals

Engagement

Experience

Retention

Growth

Value

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Collaborative Onboarding

- New employee collaborative scavenger hunt
- Connecting with other new employees
- Public recognition when training is completed (badges, leaderboards, etc)
- Collaborative training
 - Get access to materials via platform
 - Share ideas, feedback, insight, questions, etc
- Help & support
- More accurate and up to date information



- Only 31% of employees say their senior managers communicate openly and honestly
- Only 42% think senior management encourages development of talent
- Only 42% think their leaders inspire and engage them (Towers Watston)
- 32% of team doesn't know their next move in the company (HR Employee Engagement Stats, from Slideshare)

Collaborative Performance Management



- Real-time feedback to employees
- Easy for executives and managers to encourage and support
- Peer support and recognition
- Quickly identify problem areas
- No longer need to wait for bi-yearly performance review

- 78% of U.S. workers said being recognized motivates them in their job (Workforce Mood Tracker Survey.)
- 69% of employees would work harder if they were better recognized (Workforce Mood Tracker Survey.)
- 46% of new hires leave their jobs within the first year (HR Employee Engagement Statistics, on Slideshare)

Rewards and incentives

- Translate rewards programs into collaborative environments
 - Leaderboards
 - Badges
 - Public recognition
 - Status
- Unique opportunity to “talk” to your employees
 - Ask about benefits
 - Get feedback on new policies
 - Develop collaborative programs



Learning and Growth



- Identify employee passions and areas of interest
- Employees can become teachers and students
- Path is chosen not determined
- Discoverability

Retention



- Working for a modern “cool” company
- Allowing for pivots to other areas
- Work in “passion” areas
- Work always feels “new”
- Greater fulfillment & sense of purpose
- Community
- Understanding of individual impacts

Collaboration Makes the World a Better Place

- U.S. companies spend over \$400 billion on stress-related issues
- Work is one of the leading causes of stress
- Collaboration can:
 - Make it easier for employees to get work done
 - Allow employees to feel more fulfilled and engaged
 - Feel a greater sense of purpose
 - Allow for flexible work environments
 - Reduce stress at work
 - Give employees more personal time
 - Improve work-life balance
 - **MAKE PEOPLE HAPPIER!**

What HR needs to do

- Understand the tools
 - What they are, how they work, what they do
- Understand their application
 - How they can be integrated into various roles
 - Use cases
- Understand and develop the vision
 - Long term goals short term goals
 - Strategy to get there
- Be a part of a team to drive collaboration



From this





To This

Questions?

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"...Jacob's book guides leaders on how to develop strategies to build this type of a 'Collaborative Organization.'

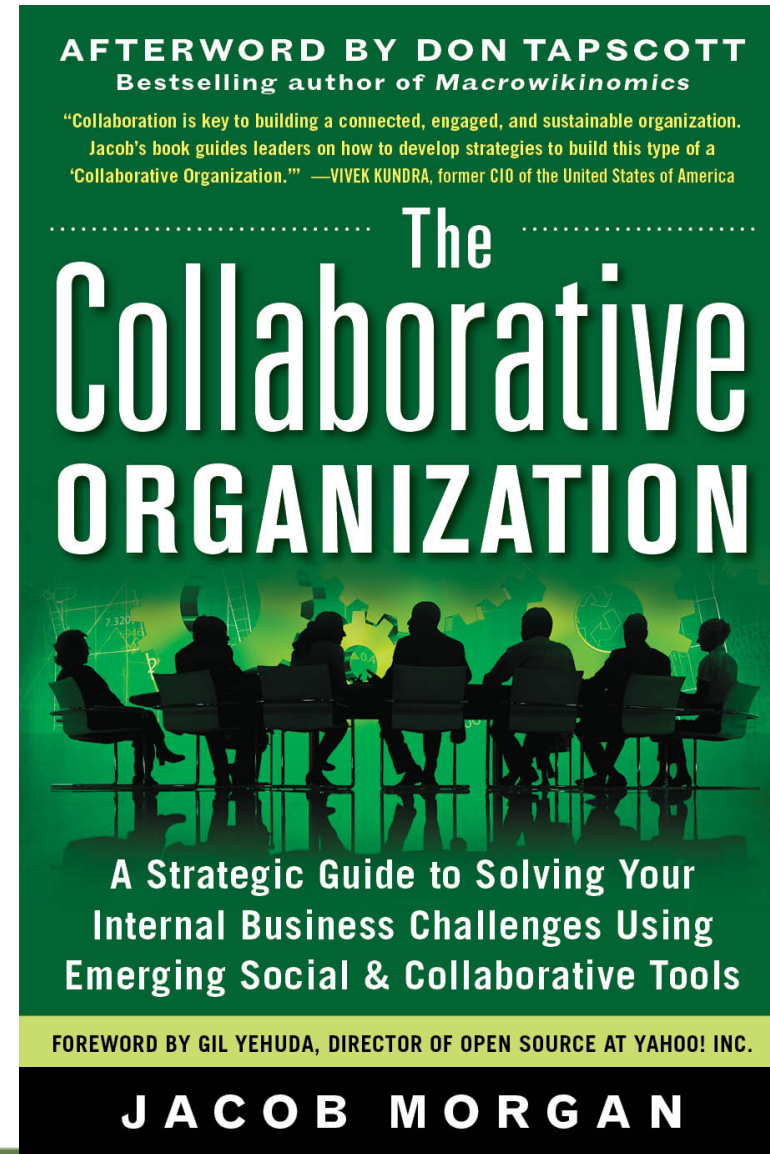
Vivek Kundra, Former Chief Information Officer of the United States of America

"...Jacob's book is a valuable strategic guide to help leaders deploy emerging collaboration technologies and strategies to "get there."

Jonathan Becher, CMO, SAP

"A valuable strategic guide for organizations looking to tap the power of new social and collaborative tools to create more connected, engaged, and successful organizations."

Ed Coleman, Chairman and CEO, Unisys Corporation



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