Do Your Employees "Like" Their Work?

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Human Resources: Lead by Example

7

Number of network devices for every person
in the world (by 2020)[1]

1.23 Billion

Number of Facebook users (equivalent
to the population of India)[2]

The continued expansion of mobile computing and social media is changing behavior and policy for governments and businesses around the world.

How is HR adapting to this change?

Mobile and social technologies can create new points of interaction with employees—encouraging collaboration, knowledge sharing, and professional development across the enterprise.

Enterprise social networking can help HR do all of this and offer new strategies for recruiting, performance review, and compliance.[3]

HR is in a perfect position to deploy enterprise mobile and social strategies. Will CHROs lead the way, connecting and engaging employees to the benefit of the entire business?

See Your Employees in the Business

63%

Percentage of "engaged" workers who say they would stay at their current job if they won US$10 million in the lottery [4]

Work is a social activity. Employees with an active presence on internal social networks are more engaged in their work, and, according to experts, engaged employees are more valuable to the business.

"Employee engagement means a deeply felt connection between the worker and the job. Can you imagine Julia Child without cooking?"

—Cris Wildermuth, Assistant Professor, Drake University

Engaged Employee, Productive Business

Your employees spend a lot of time at work. Giving them a way to be social while there can

- Enhance communication
- Increase the flow of information at work
- Promote engagement with the business
- Increase productivity

An enterprise social network helps HR discover how employees view themselves—their achievements, special interests, and especially their strengths. Seeing employees in a social business context helps HR to segment, connect, and engage with them on specific topics and opportunities and provides insight into challenge areas such as recruiting, performance, productivity, and learning.

A Perfect Profile—The Employee's Brand

In an enterprise social network, the employee profile is at the center of all activity.

A profile typically has two parts: the talent profile, which is private and available only to the employee, HR, and designated managers, and the social profile, which is public to others in the enterprise. The social profile provides information
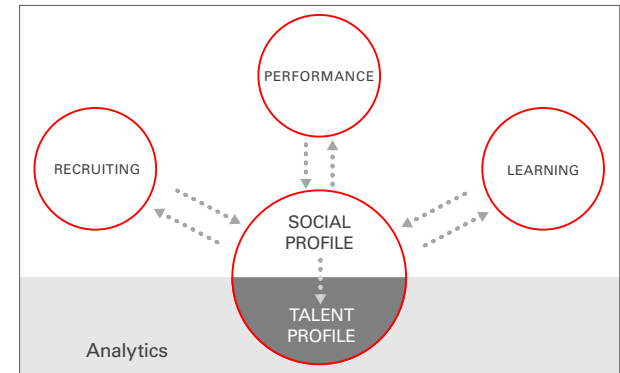
that the employee chooses to share and is likely the best account of an employee's experience and potential—critical information for HR. For example, the social profile of one top performer may identify her as an ideal candidate for a leadership conference or recruiter at a college job fair. Another top performer may have colleagues in his network who are excellent recruitment targets.

Social profiles are fluid—constantly changing to reflect an employee's current outlook, interests, projects, and status. Interactions with work colleagues and communities keep information flowing through an employee's social profile—providing an account of the employee's influence and participation.

See Your Employees in the Business

"There's no bigger asset for a company's brand and reputation than a fully engaged, motivated workforce."

—Reggie Bradford, Senior Vice President, Product Development, Oracle

HOW MUCH ARE YOU PAYING FOR A DISENGAGED WORKFORCE?

- 20 percent of the US workforce is "actively disengaged," costing the economy between US$450 billion and $550 billion annually in lost productivity.[5]
- Estimated cost per "actively disengaged" employee is US$25,000.[6]

The Management Value of the Talent Profile

Information from an employee's social profile (such as the employee's contact information or current projects) can be integrated with parts of the more data-driven talent profile to become the home page for every employee. It's a one-stop shop that can include an employee's calendar, e-mail, instant messaging, benefits, goals, and personalized learning and development opportunities.

Information in the talent profile is available to HR for business analytics—a critical tool in next-generation human capital management (HCM) solutions that will be able to provide prediction, trend, and scenario analytics for the business.

Beyond the Org Chart

The highly customizable dashboard of an employee profile serves as the hub for the employee's lifecycle as well as a launching pad for applications the employee uses on a regular basis. Employee profiles give HR staff a view of the informal interactions that are at the heart of a social network. For example, an employee who is relatively low on the org chart may play a critical role as a guru with valuable knowledge that's often accessed by others. Losing this person to a competitor could create a knowledge gap and have a negative effect on collaboration and innovation.

As organizations grow and spread out, this kind of informal connection with colleagues can easily be lost. However, a business organized around an enterprise social network has a better chance of maintaining these employees and their relationships.

When HR provides a way for employees to be social in their everyday work, it paves the way for enhanced collaboration and communication—and encourages employee productivity, passion, and commitment.

FIVE WAYS BUSINESSES BENEFIT FROM COLLABORATION

1. Improved employee engagement
2. Accelerated product and process innovation
3. Increased cross-selling
4. Significantly lower search costs when filling open requisitions
5. Faster resolutions for transfer-of-knowledge problems that can stop a project cold

The Enterprise Crowd

Enterprise social networking is all about building connections, sharing knowledge, and working together—in short, collaboration. Today's projects are too big for just one person and require not just a division of labor but teamwork.

Employees who collaborate know what's going on in the company. They know where to get the help they need to do their jobs, and they can mentor and help other employees with theirs. The potential value of collaborating in a connected enterprise is enormous.

Not Just Another Pretty Face

Disciplined collaboration yields hard dollars, says UC Berkeley professor Morten T. Hansen, who studied this phenomenon at a number of companies and literally wrote the book on it. In his book *Collaboration*, Hansen asserts that collaboration affects sales, expenses, and asset efficiency. The combined effect on a company's return on equity can be substantial—as much as a 25 percent increase if collaboration is good, or a decrease if collaboration is not good or not present.[7]

Do Your Employees "Like" Each Other?

If they do, you've probably already seen what happens when employees collaborate to achieve mutual goals. But, if previous attempts at enterprise collaboration have been less than successful, what can HR do to change that?

The role of HR as a champion for integrating social media into the business is critical to the successful adoption of collaboration. Collaboration is most effective when the parties are working toward the same goals, and when there is a clear connection between collaboration efforts and business objectives. Collaboration meets with more success when it is seen as a part of the corporate culture and publicly accepted from the top down. Invaluable are collaboration leaders who model successful applications.

As with any skill, collaboration takes time and practice to develop—it doesn't happen overnight. However, with the benefits of collaboration increasingly playing a starring role in corporate success stories, incorporating collaboration throughout the enterprise is on the radar of CEOs everywhere.

Right Where You Work

63%
Percentage of CEOs concerned about the availability of key skills[8]

Recruiting talent, retaining talent: both topics trouble the minds of executives.
But with an active enterprise social network, your best prospects are right in front of you.

People Are Your Business

Talent: a company's most important asset.

Unfortunately for many, identifying and recruiting the right talent can be an unpredictable pursuit—difficult and expensive.

However, research shows that the two best ways to fill open positions are—quite literally—staring you in the face.

You Do the Math

- **Promote people from within.** Approximately 42 percent of the hires in a given year are filled by internal candidates.
- **Pursue referrals from existing employees.** Approximately 24.5 percent of hires come from referrals.[10]

If 66.5 percent of your open positions are filled through these two methods, how much time and money have you been wasting on other, less-effective efforts? Don't bother doing the math—the answer is too much.

Making the Connections

With an enterprise social network, HR can learn more about employees who might be ready to make a move to another position. Such proactive behavior shows that the employee is valued and fosters loyalty.

Of course open positions can be shared over an enterprise social network, but HR can also actively seek referrals from potential peers of the new hire. For example, filling an open position for a skilled Java programmer should start with a conversation with your top Java programmers and a look at who they hang out with online. Employees connect with people who are not part of their immediate work group (think volun-teering, alumni groups, sports, church, and other interests), so be sure the tools you provide make it easy to post and e-mail information directly to friends and colleagues.

And don't forget that an internal social network is a great place for using gamification to acknowl-edge participants—and reward referrals that turn into hires.

Exponential Learning

Up to 80 percent of employee learning comes from peer-to-peer interaction, informal learning, and on-the-job experiences. Can internal social networks promote these interactions?

"By taking advantage of social technology, HR can help staff use a few minutes every day to improve their skills."

—Gretchen Alarcon, Vice President, HCM Strategy, Oracle

IS HR DOING ALL IT CAN TO MAKE LEARNING EASIER FOR EMPLOYEES?

- Are you posting podcasts of company meetings and announcements?
- How about video clips of "What Every Employee Should Know"? It sure beats the old employee handbook.
- Are class schedules and sign-ups online and interactive (not just in a PDF flyer)?
- Do you have a way to match new, high-potential employees with experienced mentors?

Rethink Learning

Instead of making sweeping policies about learning and training, HR needs to start thinking like marketing. That means knowing your audience and matching staff "segments" to programs that resonate with the professional needs of employees.

Fortunately, the market segmentation benefits of an internal social network provide an excellent way to do just that. Modern HR leadership can tailor a message to specific audiences, and can also

- Engage learning communities to make training events dynamic and interactive
- Encourage participants to engage before, during, and after an event
- Provide social-based mentoring that may be informal, ad hoc, or on-the-job
- Collect feedback about the quality and success of learning programs
- Encourage and integrate user-generated content into training programs

Learning Happens

Formal training is a critical part of the learning investment, but it's usually only a small part of the overall learning that happens in an organization. In fact, the number of formal learning management systems is gradually declining, making room for more informal learning. But even with formal training, an active enterprise social network contributes—with everything from easier sign-ups to easy feedback and follow-up.

Does Your Business Make the Grade in Learning?

Increasingly, people use peer reviews, recommendations, and other social sources to identify events, tools, people, programs—anything that can help them perform better.

Leveraging technology to give people more access and the ability to share and connect with colleagues improves the overall knowledge level in your organization and helps distribute great ideas, advice, and feedback to all parts of the organization.

HR and the Personal Touch

Social tools build closer relationships with employees and help HR assist their career growth—a level of advocacy and involvement that helps employees feel good about their work.

"When company leaders take newly available big data about user activity, combine it with the latest understanding on motivation, and then ignite it all with the spark of gamification, they create a really powerful engine for engaging, motivating, and driving true loyalty."

—Rajat Paharia, Founder of Bunchball and Author of *Loyalty 3.0*

Good Job!

Employees like sharing ideas and solutions, and getting recognition for their expertise and accomplishments. They like knowing that they've done a good job. So why do some businesses allow their valuable people to remain underappreciated, hoping that no one wanders off or gets poached by competitors?

It's Personal—Right from the Start

An enterprise social network can help HR develop relationships with new hires from day one, instead of just handing out yesterday's employee handbook. Here's how to put the social network to work for new hires.

- Introduce new hires to peers and mentors, helping them build connections that facilitate knowledge transfer.
- Create personalized communications and career development plans delivered socially rather than through generic, companywide e-mail blasts.
- Motivate and reward new staff members to collaborate on the social network.
- Gamify employee objectives in performance reviews with specific rewards and challenges.

The Millennial Influence

The millennial generation—born from 1976 to 2001—is without a doubt the most technologically savvy segment the workforce has ever seen. Millennials respond well to gamification because it is already so much a part of their daily lives.

According to HR experts, millennials are especially vocal about needing feedback and wanting to work with others to get things done—almost as if collaboration were already wired in. As Oracle's Gretchen Alarcon observes about millennials, "Sharing and chatting and collaborating are good things."

Is Your Culture Social or Antisocial?

Adoption of corporate social networks grew by 20 percent from 2012 to 2013.[11] Business leaders know the benefits outweigh the perceived risks.

FIVE TIPS TO ENCOURAGE SOCIAL IN YOUR BUSINESS

1. Get management involved. Without sufficient participation, an internal social network won't reach the critical mass it needs to return value. Good role models—starting at the top—can do wonders for participation quotas.

2. Make it fun! Gamification, awards, and recognition can provide the spark to start a conversation.

3. Simplify the user experience. The interface should be intuitive and easy to learn, removing usability barriers to adoption.

4. At the core. Make sure that HR processes— everything from insurance open enrollment to vacation requests—use social technology.

5. Use what they use. Make your network available to your employees via the phones, tablets, and other mobile devices they're already using.

Four Common Objections to Going Social

HR is the expert in dealing with people, so be prepared with a counteroffensive when the naysayers come calling.

1. We don't want our employees wasting time. According to Joe Nandhakumar, professor of information systems at the Warwick Business School in the UK, social media tools can boost productivity through the "theory of virtual copresence"—the ability to collaborate with others over long distances in relatively brief, productive sessions.[12]

2. We have too many compliance issues. Managing everything from personal privacy to corporate security can be a challenge on the internal social network. Look around before selecting your solution, and make sure you've found a trusted vendor that works for the entire environment.

3. We already have e-mail. If e-mail is the only official social option you offer, then you should be ready for an onslaught of "unofficial" options. Work is social. People are social. Your technology should be social, too. Offer a more social option and you may be surprised by the result. And just so you know, you don't have to give up e-mail—just link it to your employees' home pages.

4. Our culture just isn't ready for this. Do some corporate soul-searching, and then troubleshoot your culture to identify the reason you're not ready. Often the concern is fear of change rather than fear of "going social." And, if your company isn't ready to embrace social, just make sure your executives understand the benefits and opportunities they're missing out on.

Is Your Culture Social or Antisocial?

FIVE THINGS TO REMEMBER WHEN CHOOSING AN IT PROVIDER FOR SOCIAL

1. **Got social?** Does the provider you're considering have social expertise? Does it "walk the talk" by using social tools effectively within its own organization?

2. **Think big!** Choose a provider that can stay with you when you expand social across the enterprise. A flexible platform lets you grow and adjust as things change.

3. **References available?** Choose an IT provider used to dealing with mission-critical issues such as security, privacy, localization, and languages around the globe.

4. **Win-win.** Select a provider that has the applications you need already integrated with the social network and using a familiar, "native social" user interface.

5. **Keep your head in the cloud.** For the most flexibility and affordability, choose a provider that offers cloud deployment. Social is a dynamic stream—move with it.

WANT MORE INFORMATION?
Oracle Social Cloud
oracle.com/us/products/applications/human-capital-management/social-cloud/index.html

Social Recruiting for Dummies
oracle.com/goto/social_recruiting

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Notes

[1] PwC, "17th Annual Global CEO Survey," 2014.

[2] Ibid.

[3] Jim Lundy, "Social HCM: The Future Is Now," Aragon Research, 2014.

[4] Jim Harter and Sangeeta Agrawal, "'Engaged' Workers Would Keep Jobs Upon Winning Lottery," Gallup Economy, Dec. 20, 2013. gallup.com/poll/166577/engaged-workers-keep-jobs-upon-winning-lottery.aspx

[5] Gallup, "The State of the American Workplace: Employee Engagement Insights for U.S. Business Leaders," 2013. gallup.com/strategicconsulting/163007/state-american-workplace.aspx

[6] This percentage was calculated by extrapolating from Gallup's numbers (see report cited in endnote 5). To get the average cost of US$25,000 for each "actively disengaged" employee, divide the mean figure for the lost productivity (US$500 billion) by the number of "actively disengaged" employees (20 million).

[7] Morten T. Hansen, *Collaboration: How Leaders Avoid the Traps, Create Unity, and Reap Big Results* (Boston: Harvard Business Review Press, 2009).

[8] PwC, "17th Annual Global CEO Survey," 2014.

[9] Josh Bersin, "Predictions for 2014," Bersin by Deloitte, December 2013.

[10] CareerXroads, "2013 Sources of Hire Report." careerxroads.com/news/SourcesOfHire2013.pdf

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[12] Bernhard Warner, "When Social Media at Work Don't Create Productivity-Killing Distractions," Bloomberg Businessweek, April 1, 2013. businessweek.com/articles/2013-04-01/when-social-media-at-work-dont-create-productivity-killing-distractions