

The logo graphic consists of several overlapping geometric shapes. A large, light blue chevron points to the right. Below it, there are two dark purple shapes: a triangle on the left and a larger shape on the right that partially overlaps the chevron. The text 'northhighland.' and 'HIGHLAND WORLDWIDE' is positioned within the dark purple shapes.

Shaping Change with Social Media What, Why, How, When, Where

2013 Rocky Mountain
Project Management Symposium

Session Objectives

- Review what's new in Change Management
- Discuss the use of Social Media for change management and organizational development
 - Defining what we mean by social media in this context
 - Discuss when and where social media is relevant to change
 - Discuss why social media is important as more than just a channel
 - Explore how social media technologies enable community work that supports effective change realization
- Share ideas and experiences
 - Interactive sessions produce the best results!

Things we probably won't spend much time on:

- Deep technology discussion
- Specific platforms (other than by example)
- 'How to' in terms of specific platform setup

But if you have questions, please ask!

About the Presenter – Julie Williamson

Experience

20+ years in management consulting, ~15 in change management and organizational development
Worked with clients from start-up through to 100+ year old companies, around the globe.
Led technology, business process, strategy, and cultural change programs with all types of organizations.

Expertise

- An organizational expert who pays particular attention to issues of power, control, decision making and governance related to technology, process, and organizational change.
- Studies the ways in which knowledge and expertise are co-constructed within organizations and in the social sphere, and how collaboration happens among organizational members.
- Julie's academic pursuits combined with her 20+ years of practical application give her a unique perspective on the impact of social media on change.
- Julie's blog, whathappensthen.com , provides her perspective on a variety of topics, including social media and change.

Education

- Julie has a Ph.D. in organizational communication, and her research focuses on how organizational knowledge, communication, and expertise intersect in the practical applications of business environments.
- Julie is peer-review published in several journals and books.
- Julie has an MBA from the University of Denver with a concentration in Finance, and a BA from James Madison University with a double major in Computer Information Systems and English.

Executive Consultant
Organizational Researcher

Julie Williamson

70%
Of transformation projects fail. I'm committed to changing that statistic.

Who I Am

As an executive management consultant I help clients develop and deliver new strategies.

As a scholar I am interested in organizational dynamics, power, control, and the cultural 'stuff' that gets in the way of business success.



\$28M

Annualized savings from a cost reduction and alignment program we delivered - represented 30% of the overall organization.



\$162M

Organic annual revenue growth realized by a client who worked with us to develop a new market strategy and product launch.

Areas of Research and Publishing

Social Media

Consulting Trends

Knowledge and Expertise

Change Management

Leadership

Information Technology

My Areas of Expertise and Passion



20+ years

Executive Management Consulting



6+ years

Social Media and Change Management



10+ years

Knowledge, Collaboration, Innovation



40+ years

Sailing and Scuba Diving

I'm passionate about learning all I can about the world.

Please Visit Me

www.whatthepresent.com
www.linkedin.com/in/juliewilliamson

About the presenter....

In social form.



What we've Included

Social Media has a few basic forms that have developed and merged in the last 5-8 years:

1 ■ Social Networks

2 ■ Blogs / Forums

3 ■ Wikis

4 ■ Podcast/Content Communities

5 ■ Microblogging

We'll run down them quickly here, and talk about how they can be used to support change.

■ Social Networks

Social network sites allow people to build personal *profiles*, then connect with friends to share content and communication.

Facebook and LinkedIn are examples. Internal tools include NetGator, Chatter, Yammer, and others.

The image displays a collage of social network interfaces. On the left, there is a LinkedIn profile for 'The Children's Hospital of Philadelphia' (CHOP), showing its logo, navigation tabs (Home, Profile, Contacts, Groups), and a brief description of the hospital's history and mission. In the center, a Facebook page for 'Food Truck Renegades' is visible, featuring a blue header, a search bar, and a wall with posts and photos. On the right, a Yammer interface is shown, including a search bar, a post by 'Julie Williamson' with a '1,547' like count, and a list of 'People You May Know' with names like 'Pat Schenkel' and 'Christopher Charley'. The bottom right corner features the 'northhighland.com' logo and a stylized blue and purple geometric graphic.

Blogs

The best known form of social media, blogs are online journals, with the most recent entry appearing first. Blogs and forums have blended over time as areas for online discussion, often around specific topics and interests.



The screenshot shows a blog post on the Change Management Forum. The main heading is "Change Management Blog" with the tagline "Change is a State of Mind." The post is dated Sunday, October 3, 2010, and is titled "The Berlin Change Days - Coming Soon". The text of the post begins with "There are less than five weeks left until the annual Berlin Change Days will open their doors for organizational change practitioners from Europe and beyond. In its second" and is accompanied by a handwritten-style logo for "Berlin Change Days". To the right of the main text is a "News" section with the following content: "Meet us at Berlin Change Days 2011! A member of Radical Inclusion Re-Imagining Collaboration! Join the World's largest change community: Change Management Toolbook or our Change Facilitators' network. Need support for your change process? Change Facilitation s.r.o. A Global Partner Who Makes Change Happen in Complex Environments". The left sidebar of the forum includes "PREVIOUS POSTS" with links to "Cultural Change without Top Support", "Change Management Books", "Kofi Annan takes steps to reform UN management", "Change Management Cooking Class", "The Cost Cutting Ritual", and "Change Management Strategy".

Wikis

A Page or Collection of Websites that allows anyone to add content to or edit information on page, acting as a communal document or database.



Content Communities

Organize and share content, opinions, thoughts in content specific areas.

Most popular tend to form around rich content like videos (YouTube) and interest-based content.

Can be self-generated, community generated, or formally created by marketing or change management professionals.

Can be used to create a strong visual storyline or a narrative around change.



Micro-blogging

Social networking combined with bite-sized blogging

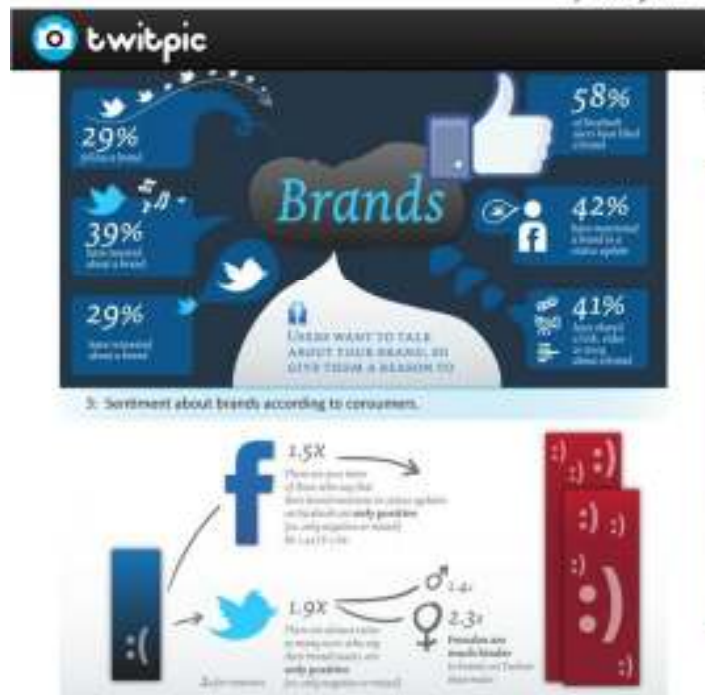
Content or 'Updates' are rapidly distributed online and through the mobile devices

Twitter is the clear 'pure' leader in this space

Facebook Status update is a close second

Real-life Twitter Business Success Stories

By Meryl K Evans | Jun. 16, 2009, 9:00am PT | 29 Comments



20 in Share 1 +1 1



While it may not happen in a single 140-character line, Twitter opens the door for connecting with potential clients, building relationships, finding new employees and satisfying cravings for water cooler chats, all of which can lead to opportunities. Both new and not-so-new Twitter users often ask how businesses can benefit from the service. These stories illustrate how Twitter makes it possible without doing

Worksheet #1 – Where are You?

What do you consider to be “social media”?

Do you consider yourself a user of social media?

Have you participated in a social media experience where you have seen a story or conversation form in the space (personally or professionally)?

Why Now?

“Traditional” Change Management

Accomplishes a lot!

Relies heavily on ‘observable artifacts’, visible organizational assets, structures, and processes – things that can be documented and measured.

Business
Process
Flow Charts

Communication
Plans

Org charts

Policies

Mission / Vision

Values
Statements

Training
Materials

Sponsor plans

FAQs

Change Management (2013+)

Techniques designed to influence this ...



Individual Perspective

Communication Plans, Sponsor Plans, Stakeholder Analysis, Influencer Maps, Training, Reinforcement, Etc.....

Aren't likely to work in influencing this!



Cultural Perspective

Social construction of organizational behaviors, explanations, rational, acceptance, and change to a 'new normal'.

The Importance of Conversation

"Conversations are the way workers discover what they know, share it with their colleagues, and in the process create new knowledge for the organization. In the new economy, conversations are the most important form of work ... so much so that the conversation is the organization."



— Alan Webber "What's so new about the new economy"
Harvard Business Review

Social media is a product of conversation. It is where a lot of discussion takes place in today's work environment.

(even in places where it is 'against the rules')

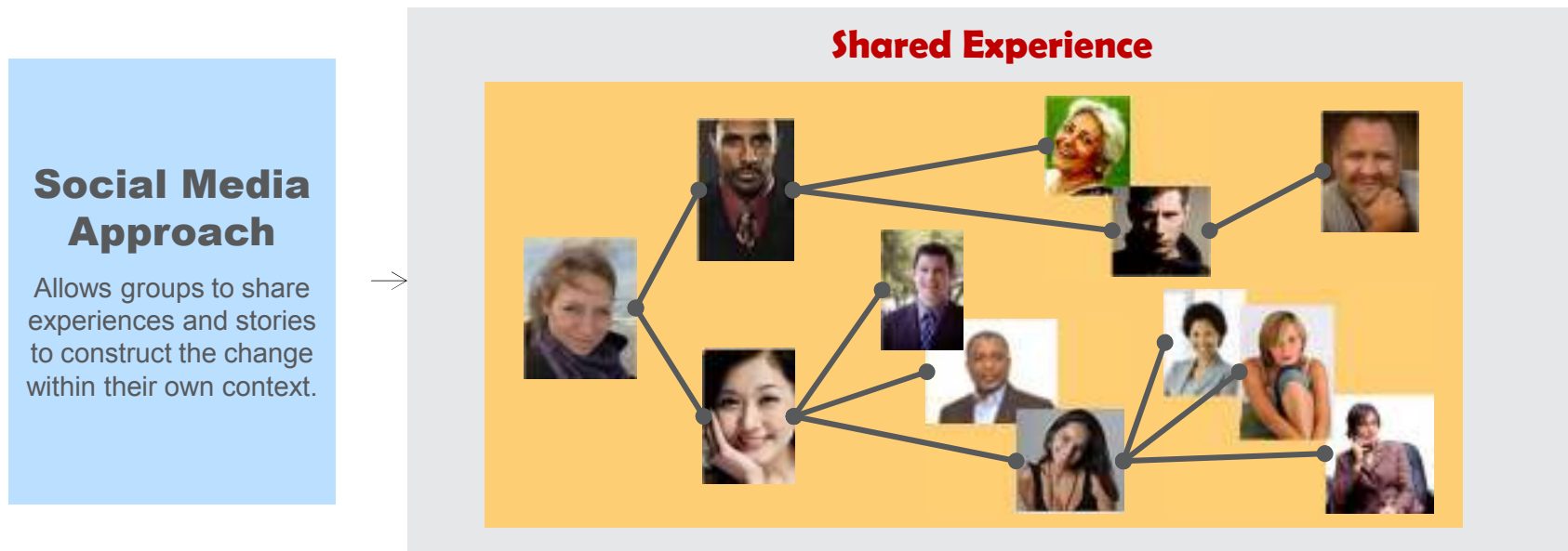
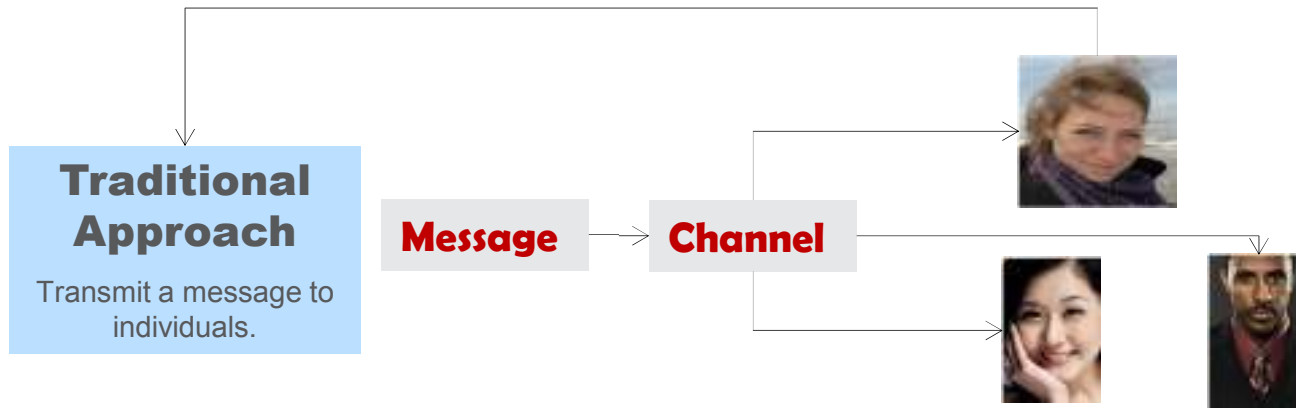
Social media is ***more than just another channel.***

It is a powerful option for supporting transformative change, if we are willing to let it be.

How it Works for Change

Key Social Media Concept: **Community**

Thought: Send communications “TO” or “AT” people, communication “WITH” people.



Cultivating rather than Driving



Peter Senge

"We keep bringing in mechanics—when what we need are gardeners. We keep trying to drive change—when what we need to do is cultivate change."

- Change Management has become very **operational** (we brought in mechanics)
- Rewarded for '**driving results**' that are tangible and measurable
- **Artifact production** validates the work
- **But....** we all contribute as participants, and can cultivate through conversation – so why not do it!

Shifting the Focus to Community Construction

- When a Change Manager tells people what the future state will be, it may help individuals understand what is expected.
- When the collective constructs the future state together, the shared experience becomes embedded in the culture in a different way.



Transmission Model
Management Model
Asset Based Change
"Driving"



Social Construction Model
Cultural Model
Organizational Change
"Co-Construction"



Berger and Luckmann, 1966



We can Use Social Media To Construct Change rather than Transmit Information

The organizational community needs to **jointly develop** a changed environment.

- Tools like world café, future scape, appreciative inquiry, graphical facilitations, etc. have supported this in the past
- Social tools like networks, blogs, wikis, etc. can help in today's technology enabled environment



Social media is based on **community communication**.

Lasting change **emerges** from a community rather than being **managed** into being individual by individual.

Worksheet #2 – What Construction Looks Like

What makes you nervous about using social media on a project, either as a change manager, project manager, or as a participant?

What makes you excited about the possibility of using social media on a project to help drive change?

When and Where

Open Discussion

- What have you tried?
- Examples of projects where we've used different approaches.
- 2 client case studies.

Using Chatter to Support Change

CHATTER is a messaging platform that is integrated into SFDC



How it's different:

CONVERSION IS DEFINED DIFFERENTLY AT DIFFERENT TIMES

The initial volume died down as the platform settled

USERS WERE ABLE TO HELP EACH OTHER quickly and efficiently

USERS LIKED THE INDEPENDENCE didn't have to wait on the implementation team

USER HABITS AND CONTENT CADENCE VARY. It worked really well for some people, not so well for others

Lessons:

START EARLY

Incorporate training on platforms into early phases of the project

TRUST YOUR WORK

If change activities are going well, users will be effective in social

BE TRANSPARENT

If something is going very wrong talk about it openly (or they will).

FREE THE MESSAGE

Participate softly if you like, but let the community thrive. No moderation, just participation!

NetGator – An Internal Social Network

- 900+ employees / 25 cities in the US
- 2000+ employees / 45 cities globally
- Daily need for interaction, knowledge sharing, artifact storage

A “social business solution”



The screenshot shows the Newsgator internal social network interface. At the top, there is an orange header bar with the Newsgator logo. Below the header, the main content area features a 'Success Story: North Highland' article. The article text reads: 'Using Microsoft SharePoint, FAST Search, and NewsGator S... North Highland Revs-Up Collaboration and Community-Bu...'. Below the article, there is a 'Problem' section with the text: 'As a rapidly growing global consulting firm, North Highland needed to maintain and knowledge sharing and transfer efficiency, even as the personnel count grew to a mark. The firm had a well-utilized SharePoint framework, but older documents were effectively to be easily searchable. Furthermore, geographically-dispersed subject...'. To the right of the article, there is a sidebar with a 'FEATURED STORIES' section. The sidebar also contains a search bar, a 'CONTRIBUTE' button, and a 'SEARCH' button. The interface is designed with a clean, professional look, using a color palette of orange, blue, and white.

making

Action

Creating Sustainable Change – Start Early

The community **jointly defines** the end state success

- Awareness
- Shared knowledge and learning
- Storytelling

Community performs **Change Management operational activities** for you

- Communication
- Training
- Agent Identification
- Identify gaps and where additional information is needed

Community **reinforces and corrects** behavior

- Makes changes (or resistance) transparent and obvious
- Able to self-correct based on group input

The Emerging Change--Ready Professional

Participating, supporting, and managing change



Managing Individual Change

- Create a Case for Change, Change Vision
- Project Plans and Management
- Structured Assessments
- Stakeholder Identification
- Communications (transmitted)
- Group message construction but heavily facilitated/managed and delivered
- Training
- Sponsor Network Development and Support
- Predictable and Measurable

Cultivating Construction of Change

- Social media to enable the emergent construction of the change
- Community message construction through conversation, storytelling, narratives
- Community Self-help
- Knowledge creation and enablement
- Emergent themes
- Less control, more trust in the participants
- Versatile in tools and approaches
- Allowing for the unexpected
- Enable conversational leadership