

Resource Box:

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News about Human Resources and Sports in Luxembourg

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## Social Networks, a strategic stake for companies

**Thursday, 21 October 2010, 17h-19h, Hotel Hilton, Luxembourg**

Introduction by David Brand, Head of Human Resources, Swiss Life, Luxembourg.

Conference by Pierre Portevin, C-Bridge, and Dimitri Dumont, Cross Fertilization.

Hotel Hilton, Luxembourg

Introduction by David Brand:

Before and still until today, most companies don't allow the access to Facebook in the company. In the future, it will be impossible to continue excluding the digital social networks in the company. The question is: how can we use these digital social networks? In the beginning we wanted to have the conference about Recruiting, but we realised that we have to widen the topic digital social networks to other services in Human Resources and in general in the company.

Pierre Portevin:

We will be talking about collective intelligence, as we all know something that someone doesn't know. The company's wealth is exactly this wealth.

Pierre Portevin asked the assembly:

- **Whose access to Facebook is blocked in the company?**
- **Who is not on LinkedIn?**
- **Who uses social digital networks for professional objectives?**

If yes, what for?

- ✓ Recruiting.
- ✓ Screening CVs, I have a recruiting company.
- ✓ Profiling.
- ✓ We created a page of promotion on LinkedIn, a group on LinkedIn
- ✓ We created several small WIKIs for the exchange of information
- ✓ We would like to organise WIKIs to allow internal mobility, to allow internal development
- ✓ We created blogs to allow anonymous communication, in the meantime anonymity is no longer allowed, there was abuse and the use of my true identity was necessary

Negative point: There are too many different networks, an excess of networks.

- **What are the big stakes of the Human Resources Profession?**
- ✓ Attracting talent
- ✓ Keeping talent

- ✓ Identifying talent internally
- ✓ Managing the different expectations of the employees, who are ever more diverse
- ✓ Managing the multi-cultures
- ✓ Managing the rapidly changing expectations
- ✓ Managing the culture of impatience (this culture of impatience provokes: frustration, demotivation, departure)
- ✓ Managing the culture of the email: misunderstandings are multiplying, the not-said increases
  - ✓ Emails are free
  - ✓ These free emails change a lot the companies,
  - ✓ Especially about decentralisation of competences
  - ✓ Back-offices are expatriated to countries with lower salaries, like Portugal, Eastern Countries, or China
- ✓ Managing the development of the not-said: many things are thought, but are no longer said, we don't take anymore the time to say or do them
- ✓ Companies are getting more and more porous:
  - ✓ It depends on the sector, i.e. in IT, companies are extremely porous
  - ✓ In outsourcing
  - ✓ Growing complexity of professions
  - ✓ We have to adapt all the time, in ever shorter cycles

The constancy is not the change, but the pace of the change!!!  
 We no longer realise how fast the change is.

### **An unprecedented conjunction of change factors:**

#### **Human issues are influenced by:**

- The world becoming flat
- The shortage of resources
- Globalisation
- Acceleration
- Demographic moves
- Digitalisation

Everything is becoming so fast. Communication is fast and the world is getting closer. We collaborate with China, Africa, Europe...

How can we live the **Company Culture**? As employees change so fast, how can we create a Company Culture, how to continue it, how to live it? How to cure it?

The elder employees are fired. They had 20-30 years of experience and this experience is lost. The young are hired. They are born with an iPhone in their hands.

There are different **gaps**:

- Generation gap
- Cultural gap
- Digital gap
- Maturity of our economic model
- Pressure on responsibility
- Fragility of competitive advantages

**The solution is our change-ability:**

- Shared vision and values
- Alterity – the way of thinking: go get from the other what is lacking to me
- Mental flexibility
- Asynchronous distant collaboration: tele-work, part-time

**This change-ability will create:**

- Collective intelligence
- Emotional intelligence

Knowledge is turned into value  
 Long term value is created  
 Motivation is long lasting

In an economy where the only certainty is uncertainty, the one sure source of lasting competitive advantage is knowledge.

IBM published a study last week: “Working beyond borders”  
 How to share knowledge?  
 How to create knowledge?

**Sharing, creating and leveraging knowledge**

- At the heart of value creation
- For relevant ideation and innovation
- To foster the right strategic orientation and engagement
- To be ready for the unknown

But how?

**Harvesting alterity to create value**

- What **you** know in **your** context?
- What **I** know in **my** context?
- What **we** both know?
- What is possible? – Go for action – Create value!

This is what meetings are for: to share competence.

### **The company of the future will cultivate “change-ability”**

- Hungry for change
- Innovate beyond customer imagination
- Globally integrated
- Genuine, not just excellent

### **This involves**

- Employees
- Partners
- Suppliers
- Customers

### **The Age of conversation?**

#### **How to put the transversal communication, the transversal conversation to work?**

- Innovation
- Marketing
- Sales
- Human Resources
- Communication
- Customer Care

Rumours have to be managed. This is the greatest capital of the company.

How to collect the entire conversation of the company?

How to centralise them and how to find solutions to these conversations?

### **Conversations**

#### **Transversal conversations you may need:**

- Who is expert in that field?
- How can I share this information or idea?
- How can I valorise my talents?
- Anyone needs this information?
- How did others handle these issues?

### **The knowledge habits**

#### **The traditional tools – out of order**

- Fax
- Copier
- Paper
- Pencil

#### **The new tools – they are “in”**

- Web 2.0 at work

- People go to the web!
- Wikipedia
- Twitter
- Delicious
- Doodle
- Flickr
- Google
- YouTube
- LinkedIn
- Facebook
- Viadeo

With these tools the knowledge of the company goes outside of the company and is exchanged.

### **What is our profession in Human Resources in 2020?**

A study from McKinsey shows, you can leverage it!

[www.community.net](http://www.community.net)

You can look for the whole knowledge on the net.

This is collaboration

[www.blankspaces.com](http://www.blankspaces.com) is a short film about passing of information.

Before: if I say, that I have a problem, I am seen as an idiot

Nowadays it is the contrary.

The birth of an idea: the idea is the flux of conversation, of information.

An idea generates real conversation, generates solutions and generates value.

Nowadays it is about

- fostering ideas, connections, conversations and solutions
- getting people linked together
- finding knowledge
- finding connectivity

i.e. **bluwiki**, a multi-community platform, adapted to companies' needs.

In these platforms, one has to be personal, you cannot be anonymous, otherwise there will be abuse and you cannot identify the talent.

Example of intelligence at work: the company **Lyonnaise des Eaux** created **Lio Plaza**

Lio Plaza is the Sunday's newspaper, allowing the collection of questions and answers and the sharing of information. The only negative point is that the young employees are afraid of the hierarchy reading their comments.

### **Many issues:**

One of the biggest issues is: Companies are afraid of the **leak of information**

- How can they manage these potential leaks?

- How can they assure that no information is sent out of the company that should have stayed inside the company (via email)?
- How can they assure confidentiality?
- How to limit the time employees spend on digital social networks during working hours?
- How to assure that employees don't spent their entire time on digital social networks?

IT department can control how much time each employee spends on digital social networks.

### **Emotional Management (Management of emotions)**

What do I feel when I receive 50-100 emails per day?

- 1) I will not be able to handle that!
- 2) How important I am!

### **Platforms within Companies:**

Platforms help reduce the number of emails sent.

Platforms have to be managed, piloted, animated, corrected and directed!!

Platforms have to have one responsible party in the company. For example, he/she can inform employees that the email doesn't exist any longer, but everything is on the platform, that the information can still be found on the platform.

These platforms need **2 adaptations**:

- The way of thinking
- The way of behaving

Always with the objective – company performance – in mind.

### **Emotional intelligence**

The company's objective is always the increase of its performance in:

- behaviours
- sales
- turn-over

Following a study, a person's success at works is 80% dependent on emotional intelligence. Emotional intelligence has been associated with transformational leadership capabilities such as inspiration, motivation and vision. Suicide rates increase and unhappiness increases.

### **What is the average of age of the working population?**

- Europe: 45
- Belgium: 49
- India: 24
- China: 32 (they are having a problem as well)
- Turkey: 19

Therefore the search for talent is delocalised.

### **What is the lever for growth in Europe?**

#### **There are fundamental issues in Europe!**

What will Europe offer people to stay?

Nowadays, money is cheap in Europe.

Technologies are easily accessible

How can Europe distinguish itself from other continents?

The people in Europe!!!

People are competent in Europe, but there are **issues**:

- Communication is slow
- Information is not accessible
- There is a lack of confidence
- Lack of security
- Employee de-motivation
- Frustration
- In-effectiveness
- People are emotionally concerned (When people are emotionally touched, they start blocking, they change behaviour, they arrive late and they don't do their work well)

#### **What are the real levers of an employee's motivation?**

- Dependent on genetic temperament
- Dependent on education

The human brain is divided in sections:

- Global intelligence
- Specific intelligence
- Motivation, personality, emotions
- Instinct, stress
- Social positioning, strength based relationship

If I try to control my emotions and they are shut away, they will explode one day.  
I have to manage my emotions and accept them.

#### **Emotions ... what for?**

- To bring out the energy that naturally exists within people
- It's about
  - ✓ Emotions
  - ✓ Motivation

- ✓ Commitment
- ✓ Performance

- To develop “emotional intelligent” people, who think rationally and build great relationships (with themselves and others) and motivate others.
- To transform corporate values into effective behaviours.

Thank you for your attention, now you are invited to socialising around a glass of champagne.