

HARRT 2014 Retreat
Session 4
Friday, November 7, 2014

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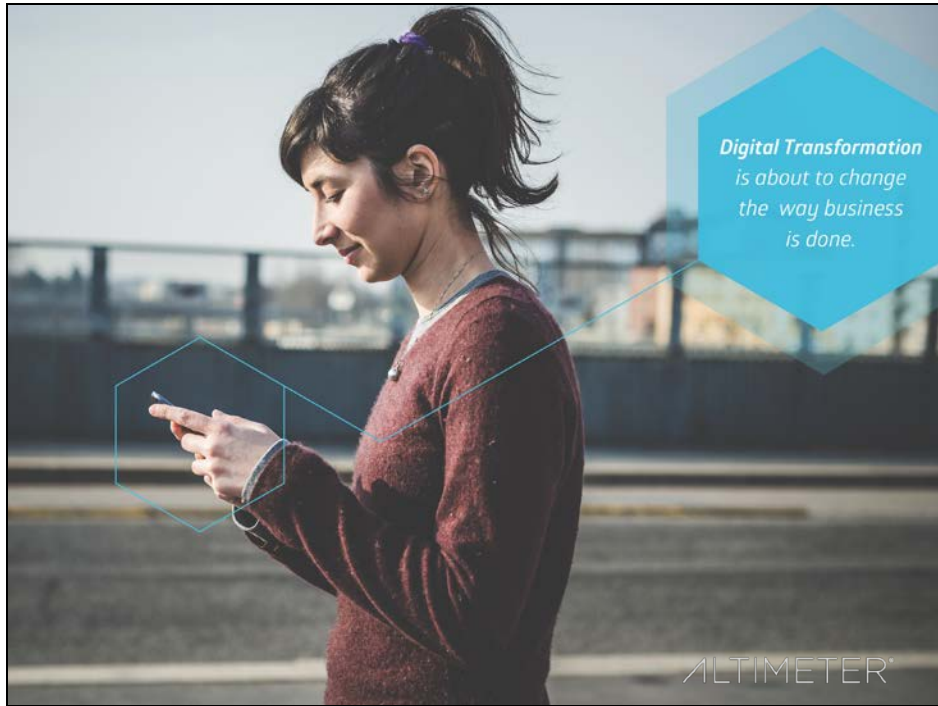
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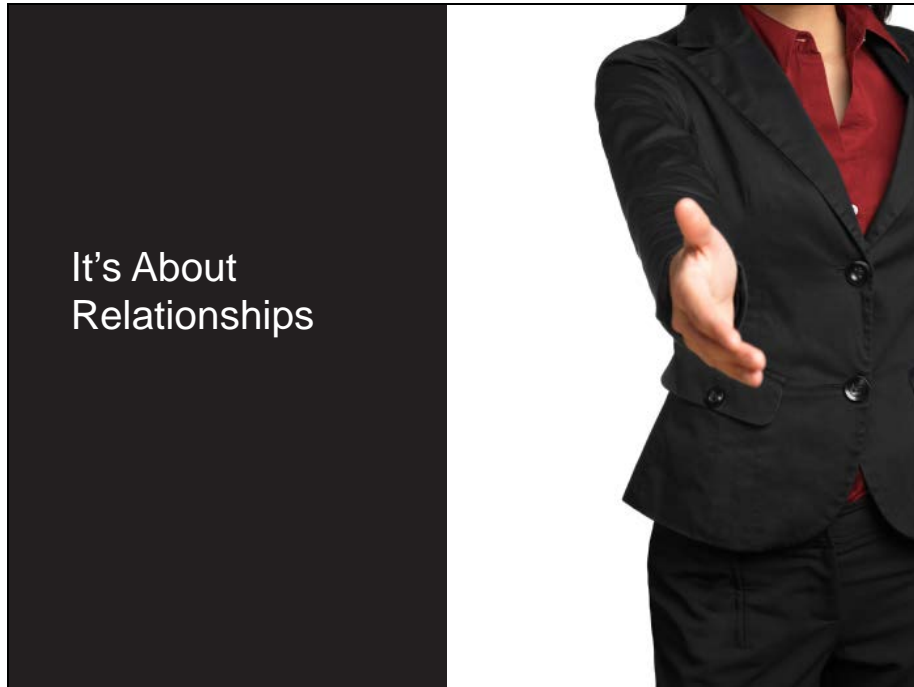
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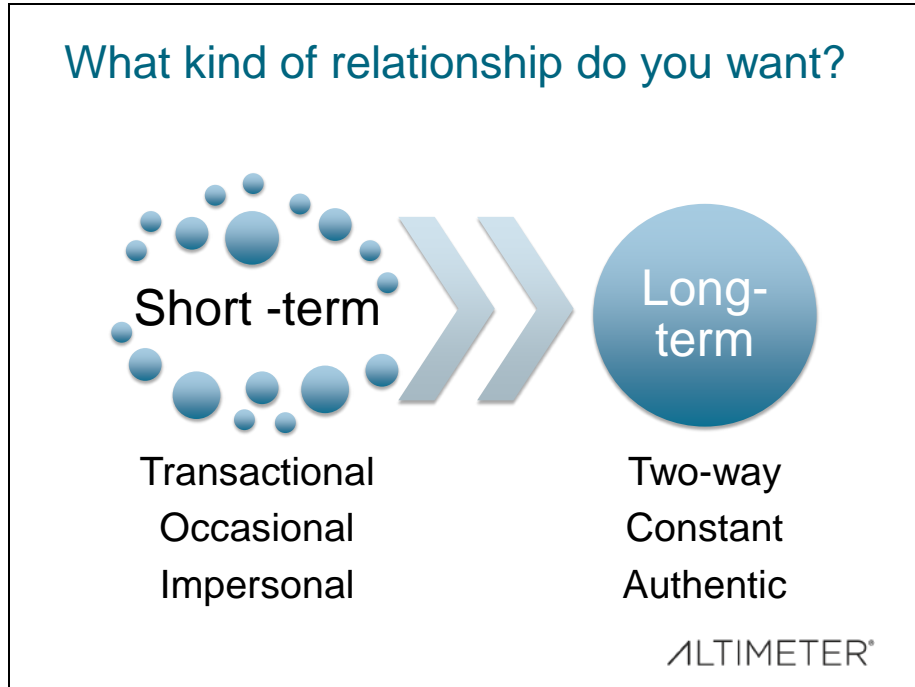
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What are your Leadership Goals?



Leverage
digital to be a
more effective
leader

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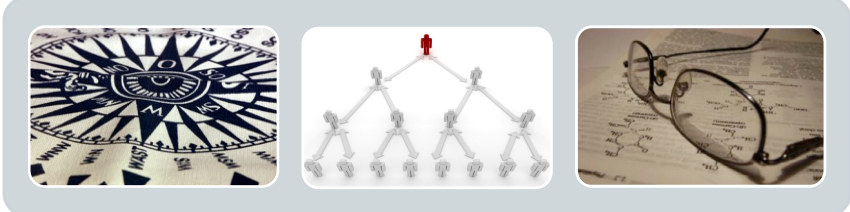
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WELLS FARGO

Wells Fargo's Command Center Operates at Scale



<p>Strategy</p> <ul style="list-style-type: none"> • Early alert system for emerging issues • Routing and triage to stakeholders • Data trends on a range of topics 	<p>Structure</p> <ul style="list-style-type: none"> • 60 active users (dashboards and data) • Runs on Brandwatch • Rolled out in early 2014 	<p>Benefits</p> <ul style="list-style-type: none"> • Insight for senior leaders • Speed to market for new products • Improved customer service
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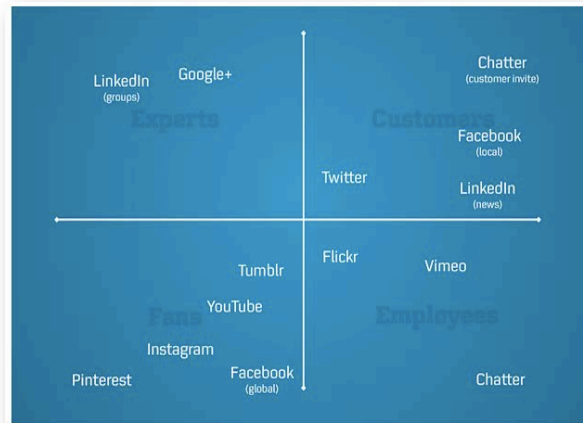
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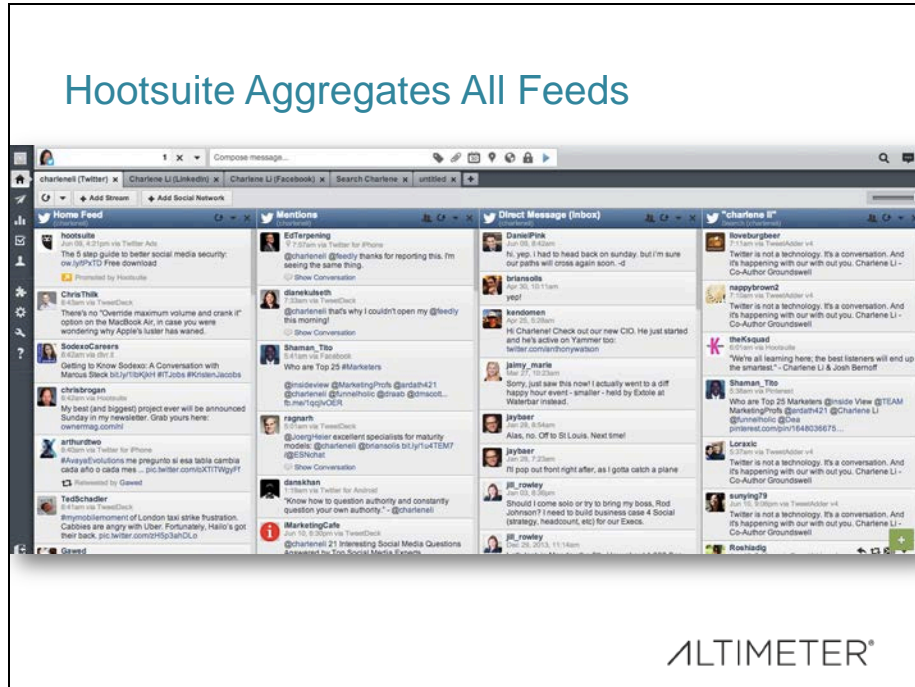
Maersk Prioritized Audiences and Channels



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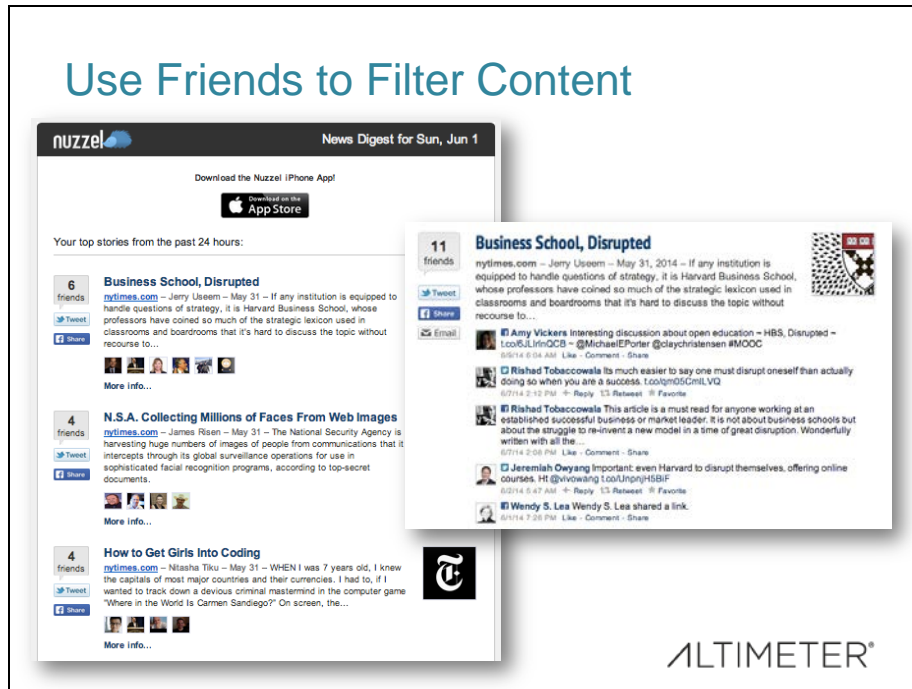
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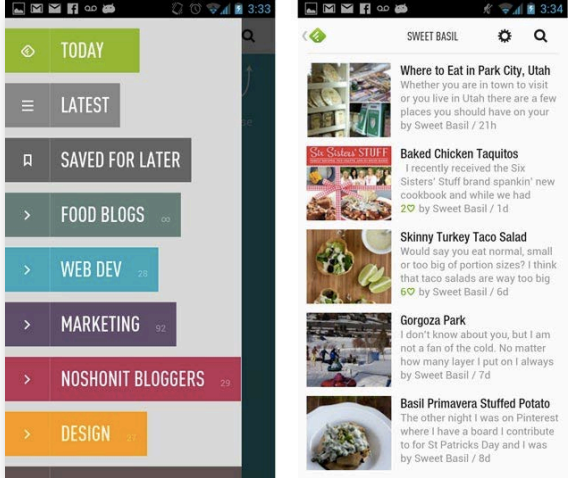

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News Feeds Also Help Aggregate News



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Mobile Apps Like Refresh Help with Prep

Refreshapp.comALTIMETER®

Questions to Ask to Listen

- What information and data do you need to be achieve your goals?
- What is most important to hear and learn, from customers, employees, partners, suppliers – and your kids?
- What decisions do you want to make with the data?

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What stories could you share that would inspire action?

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Develop Your Personal Digital Strategy



A screenshot of a Twitter profile for Padmasree. The header features the text "Develop Your Personal Digital Strategy" in white on a dark grey background. Below is a profile picture of a woman with dark hair and a smile. To the right of the profile picture are statistics: TWEETS 13.9K, PHOTOS/VIDEOS 374, FOLLOWING 270, FOLLOWERS 1.46M, and FAVORITES 110. The bio identifies her as Chief Technology and Strategy Officer for Cisco, mentioning investments and M&A, and her interests in art, photography, haiku, and food. A tweet from her is shown, stating "Wow this is so shocking! @TheAtlantic Somaly Mam's fabrications bit.ly/1mXHsdj". Below it is a retweet from Cisco Public Policy about the #InternetofEverything.

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Tweets with a POV perform better

Padmasree @Padmasree · Jun 4
New study on how public sector benefits from #IOE cs.co/6010ix4K
pic.twitter.com/sG1K1H35n On my way to DC to discuss cc @Cisco



4 3 View

Padmasree @Padmasree · May 19
This is incredible



Category	Statistic	Action/Outcome
Today's Fortune 500 Companies	24%	25 Years Ago
Companies	87%	Stall
Today's Major Corporations	1/3	Survive Next 25 Years

40 16 View more photos and videos

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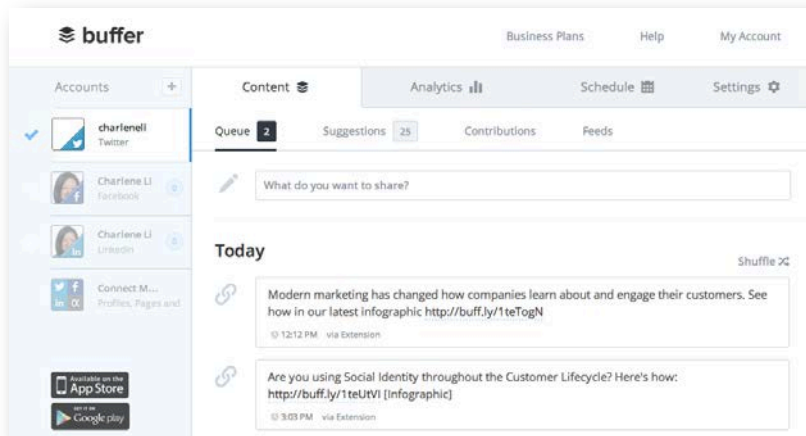
Personality also shines through

Three overlapping social media posts are shown. The top-left post is a tweet from @Padmasree dated May 28: “@Forbes: Remembering Maya Angelou: onforb.es/TTwbCT pic.twitter.com/7g1nj3Nly5” RIP. The middle-left post is a handwritten note on lined paper: “whether attainable or not, is to have freedom, freedom in all things. To go as far as ambition impels us, in work, in play and even in love.” The right-side post is a tweet from @Padmasree dated Jun 3: “@sciam: A Learning Secret: Don't Take Notes with a Laptop bit.ly/1orQeBk” True in my case. Below it is a retweet from @joejgreen dated Jun 2: “How was your family welcomed to America? Share your story. My Great-Great-grandfather and namesake Joseph Goldman EST 1891 #welcomeus”

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Tools Can Help Curate and Create Content



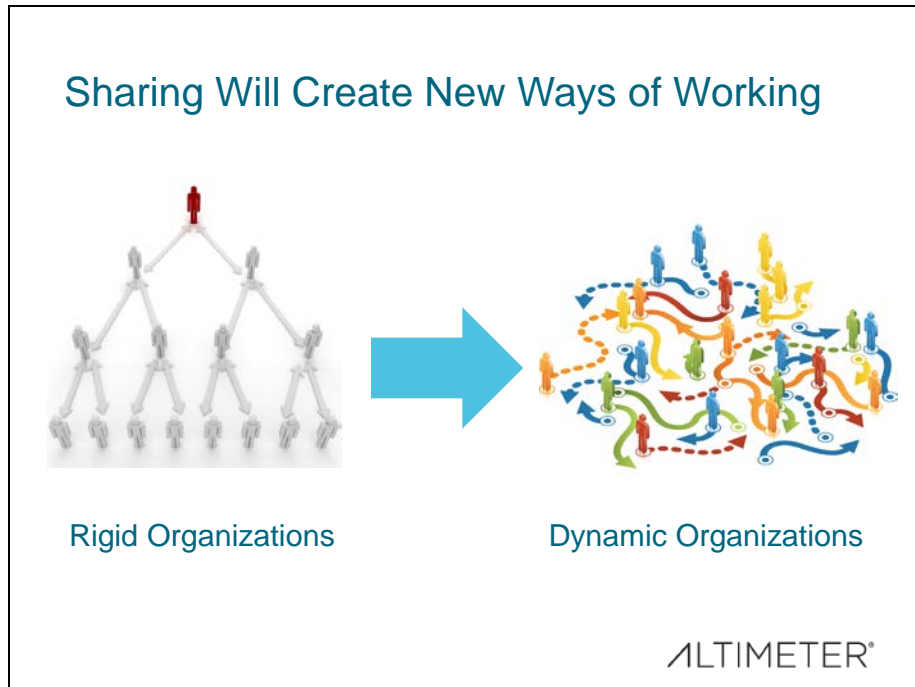
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Questions to Ask to Share

- What stories can you share to advance your top goals?
- What stories do your team/department/company/customers need to hear to develop affinity to the organization?
- How will you know that your content made a difference?

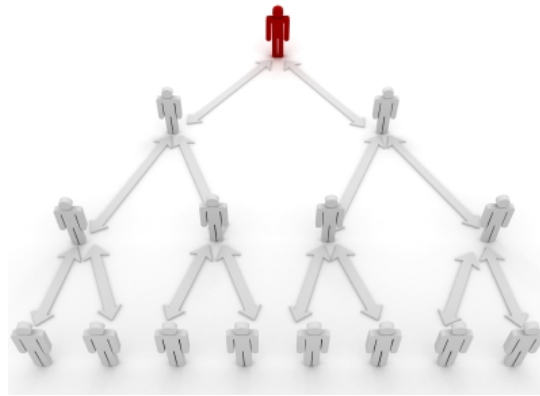
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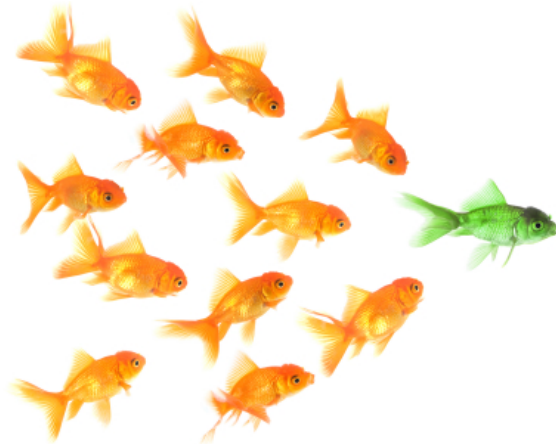
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Engage to Close the Power Distance



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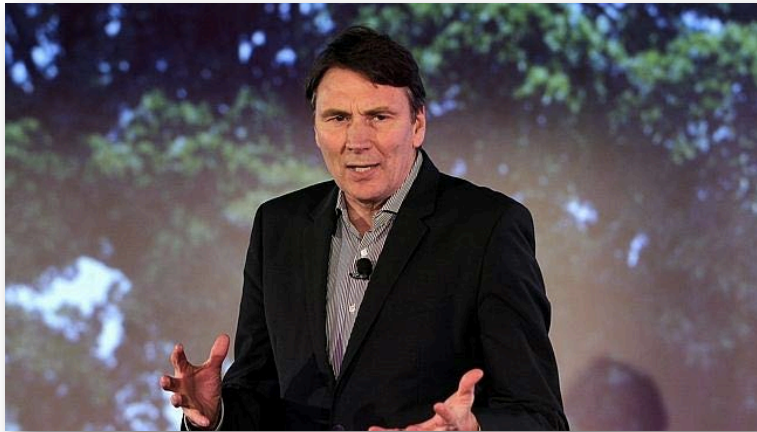
Practice the Art of Followership



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Telstra CEO David Thodey Engages Frequently



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TD invests in customer service via social to protect the brand and retain customers

Social Customer Service is the new 1-800 number



- Social Customer Service teams in the US and Canada help customers via Twitter, Facebook, Blogs and Forums

"@TDBank_US Great updates to the mobile app! Real improvements that are actually useful. Way to go! :)"

"@TDBank_US Are you guys open on weekends?"

"@TD_Canada branch 307 manager Victoria is fantastic- thx for helping me get my \$ just in time for my trip! You guys really are the best!"

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TD Bank Focuses on Employee Engagement to Connect with Customers

*Setting the Foundation of a Social Business:
Connecting Employees and Customers* 



- 85,000 users in CND & USA
- 2M connections made
- 6,500 communities

Business Value

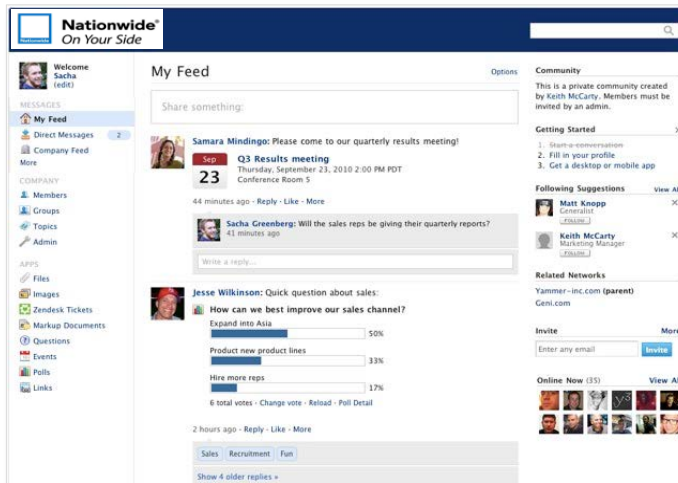
- Build for the Future
- Supports Transparency
- Supports Unique & Inclusive Employee Culture
- Productivity
- Employee Engagement

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Nationwide used an Enterprise Social Network to Redesign Relationships with Employees

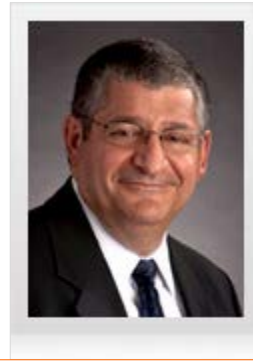


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Senior Management Drove Adoption

- Nationwide President & COO Mark Pizzi was one of the first users in the company, engaging by:
 - Posting relevant articles
 - Asking questions
 - Having open dialog with employees
 - Within a few months, he generated more than 7500 followers



**Within 10 months of launch,
40% of Nationwide's top
leadership were
participating on the network**

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Questions to ask to Engage

- When will you respond – and how will the engagement move the relationship forward?
- How will your engagement develop and deepen the relationship?
- How will you actively develop and maintain your followers?
- How will you manage and scale engagement?

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The ability to
give up the need to
be in control
and still be in
command



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Open Leadership



Having the confidence and humility to give up the need to be in control, while inspiring commitment from people to accomplish goals

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**Create
Sandbox
Covenants**

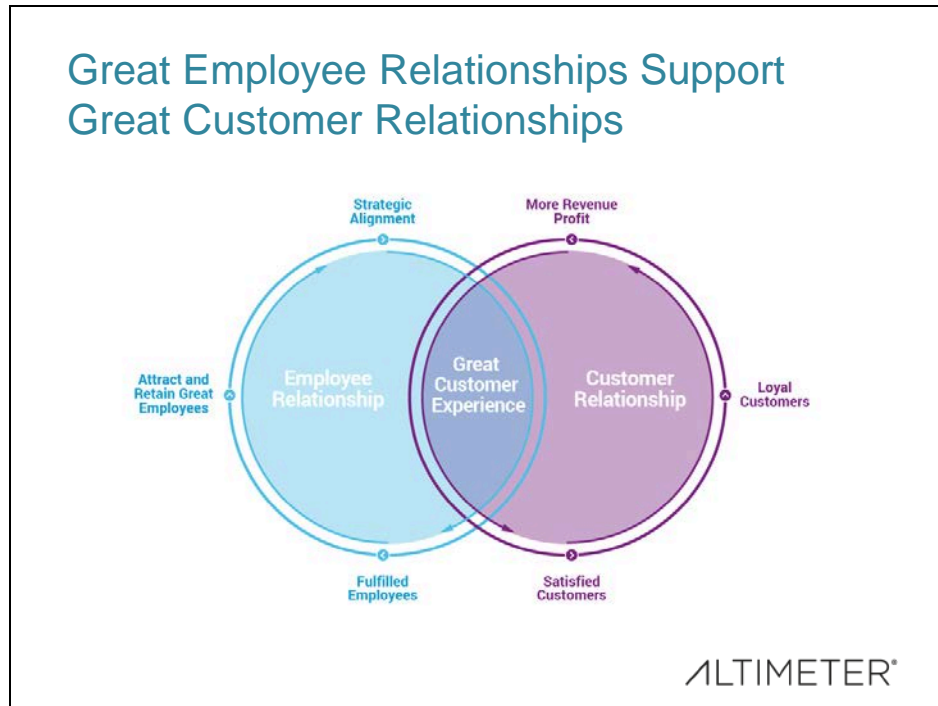
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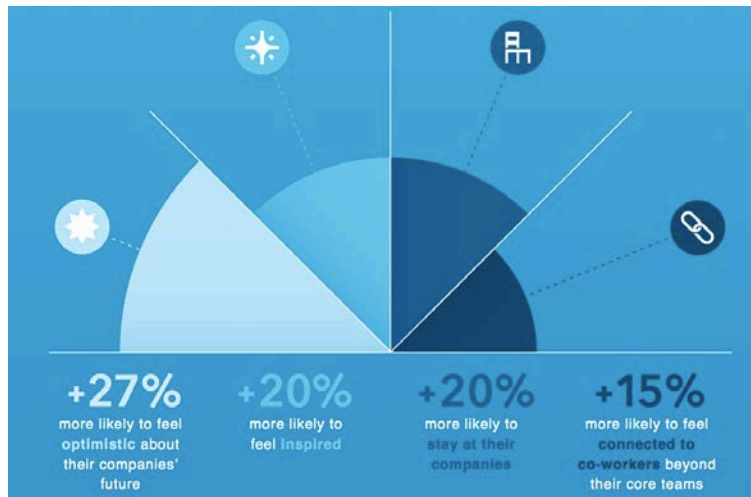
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Employees at “Socially Engaged”
Companies Feel Empowered and Inspired



Source: Altimeter Thought Leadership Study, "Relationship Economics", October 2014

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Three Types of Employee Engagement



Internal Collaboration

- Best practice sharing
- Expertise location
- Project management

Owned by IT, HR,
Internal Comms

- Enterprise Social Networks
- Collaboration Platforms



External Engagement

- Social media marketing
- Social customer support
- Social selling

Runs as silos in
Marketing, Comms,
Sales, Support

- Social relationship management
- Content publishing platforms



Employee Advocacy

- Social recruiting
- Social amplification and referrals

Separate HR and
Marketing efforts

- Social relationship management
- Specialized HR and advocacy tools

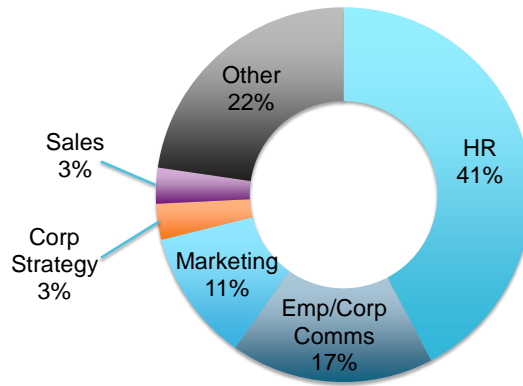
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Who Owns Employee Engagement?

“Which department leads Employee Engagement initiatives in your organization?”

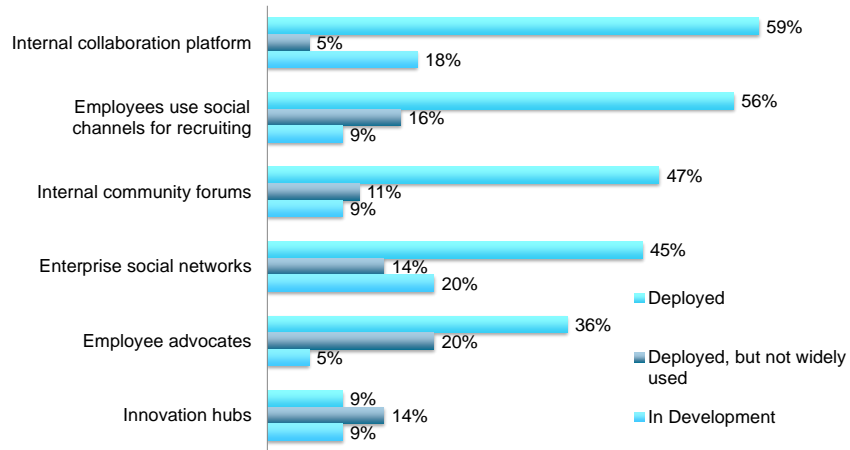


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Employee Engagement Platform Deployment and Adoption Varies Widely



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Measurement is Nascent, Disconnected from Desired Outcomes

Desired Outcome	Overall Rank
Improve employee alignment around strategic initiatives	1
Improve employee satisfaction and increase retention	2
Create a better customer experience	3
Capture expertise/knowledge/best practice sharing	4
Encourage employee-driven innovation	5
Improve employee productivity	6
Scale and increase marketing effectiveness with employee advocacy	7
Reduce power distance between executives/leaders and employees	8

Metric Used	Overall Rank
Percent of employees using the platform or program	1
Improvement in employee satisfaction	2
Employee retention	3
Number of new ideas adopted and best practices shared	4
Improvement in customer satisfaction	5
Number of interactions	6
Frequency of use	7
Increases in productivity	8
Financial metrics (e.g. increase in revenue or profit)	9

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IBM Uses Social Dashboards to Measure, Engage,
and Develop Employees - Continually

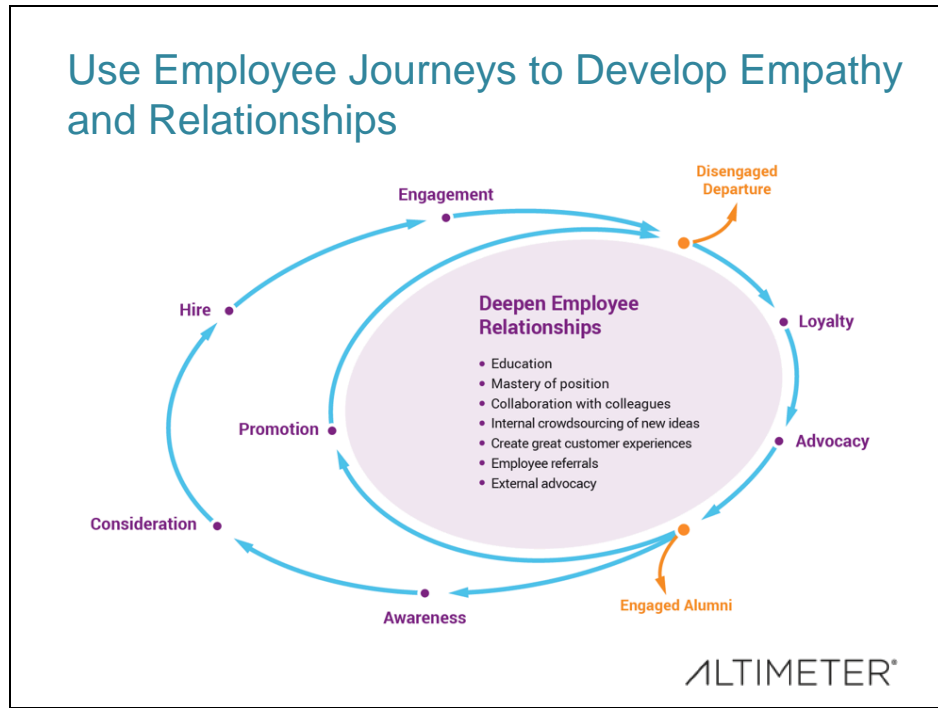


Activity: level of activity across the network
Reaction: how others react to your activity
Eminence: how others react to you the individual
Network: quality of your network and your role within it

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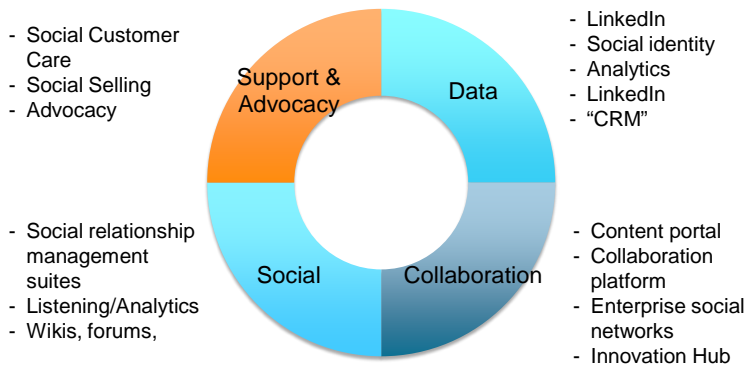
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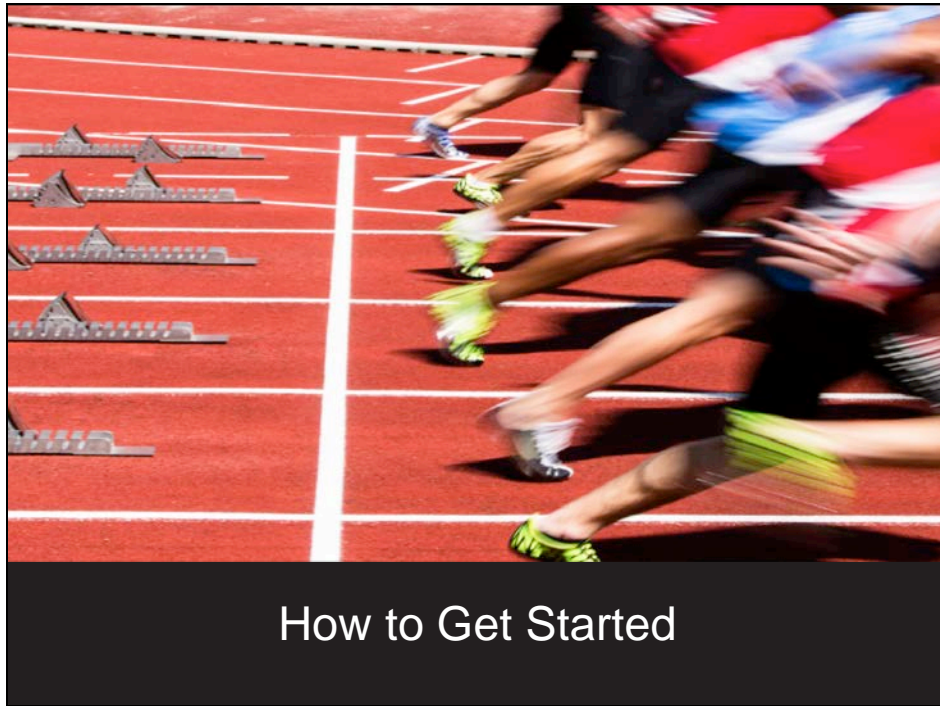
Technology Stack for Employee Engagement



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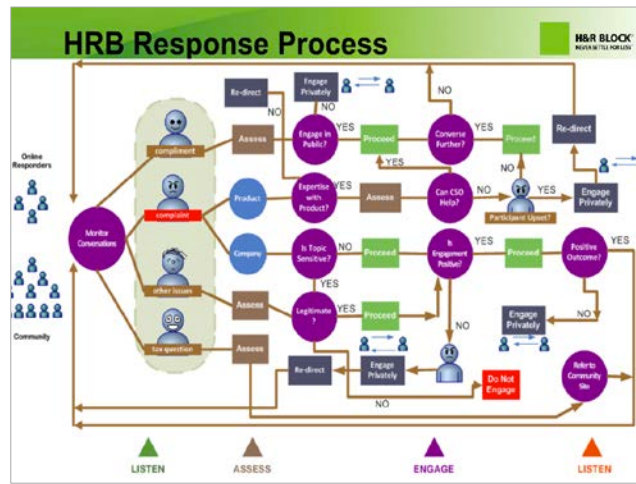




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Define Key Processes



Source: "H&R Block's Response Process" David Armano, Edelman 2010

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#2 Develop Trust

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A presentation slide with a light blue background. The title "Ask the Right Question about Value" is in the top left. A quote by John Hayes is in a grey box, with a pen pointing to it. The Altimeter logo and a small "57" are in the bottom right. A small "57" is also in the bottom left.

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Ask the Right Question about Value

“We tend to overvalue the things we can measure, and undervalue the things we cannot.”

- John Hayes, CMO of American Express

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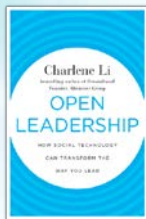
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Thank You



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slides@altimetergroup.com



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