



The Social Executive

Key Findings

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Why We Did This Research

- The Social Strategist Squeeze
 - Pressure on community teams
 - Growth in need faster than growth of resources
 - Risk to programs
- Partner Input
 - Need to address range of perspectives
 - Executive decision making process unclear
- Broaden our Perspective
 - Learn more about executive perspective
- Develop Guidance
 - Build on existing content
 - Advise community teams and sponsors



Research methodology

30+ interviews with C-level and directors of social initiatives

- Michael Ambjorn, Head of Fellowship, Royal Society of Arts
- Kim Ashley, New Media Manager at Blue Cross of NC
- Ramin Assa, Booz Allen Hamilton
- Adrian Barrick, Chief Content Officer at UBM
- Jonathan Becher, Chief Marketing Officer at SAP
- Richard Boly, Director, Office of eDiplomacy at U.S. Department of State
- Laurie Brubaker, Senior Vice President Aetna Culture and Leadership Change at Aetna
- Jim Dennis, Director/IT Global Infrastructure Planning and PMO at Siemens Enterprise Communications, Inc.
- Mark Dronfield, Program Manager at U.S. Department of Education
- Jennifer Duvalier, Group People and Culture Director at UBM
- China Gorman, CEO at CMG Group
- Jill Griffiths, Vice President of Communications at Aetna
- Ted Hopton, Global Community Manager at UBM
- Nick Howe, Vice President, Learning and Collaboration at Hitachi Data Systems
- Belinda Hudmon, Motorola Solutions
- Ed Krebs, Enterprise Architect at Ford
- James LaCorte, Online Strategist at Blue Cross of NC
- David Levin, CEO at UBM
- Frank McCauley, Executive Vice President Aetna Commercial Business at Aetna
- Dave McLain, SVP, Chief Information Officer & Chief Procurement Officer at Del Monte
- Erik Meyers, Head, Global Online and Employee Communications at BASF SE
- Matthew Mezey, Online Community Manager at Royal Society of Arts (RSA)
- Marco Pard, iPresident, UBM Tech, Business Technology Events at UBM
- Sterling Payne, Deputy Assistant Administrator, Transportation Security Administration at U.S. Department of Homeland Security
- Erin Peterson, SVP - Talent Acquisition Outsourcing at Aon Hewitt
- John Stepper, Managing Director at Deutsche Bank
- Robert Tas, Managing Director and Head of Digital Marketing at JP Morgan Chase
- Dan Toland, Director of Digital Strategy at Ohio Farm Bureau Federation
- Fran Walder, Senior Manager, Strategy at University of Wollongong
- Martha Wofford, Vice President, Business Development, Consumer Segment at Aetna
- Nancy Wolk, CIO at Alcoa
- Mark Yolton, Senior Vice President of Digital, Social and Communities at SAP



Research Participants



JPMORGAN CHASE & Co.



aetnaSM

AON

SIEMENS



MOTOROLA SOLUTIONS



RSA

21st century enlightenment



Transportation Security Administration



Hitachi Data Systems



BlueCross BlueShield of North Carolina

Booz | Allen | Hamilton



UBM



Key Findings

“In some ways, [social media] is like wearing your heart outside of your body.”

– Interviewee

1. It's About Innovation



It's About Innovation

Hurdles executives mitigate through the use of social:

1. Cost Constraints

Maximizing impact/investments

2. Growth

Solution vs Product Orientation

3. Market disruption

Innovate or become irrelevant

4. Risk management

Engage or be defenseless

5. Globalization (vs International)

Integrating expertise and brand voice

*How do you build a culture of innovation in a Six Sigma management culture?
- Interviewee*

2. The Spotlight Shines Brightly



The Spotlight Shines Brightly



Challenges for executives as they learn to use social:

1. Vulnerability and exposure

- Access to executives is challenging to manage
- Change from traditional, scripted communications
- Executives have legal constraints

2. Little time and high expectations

- Learning (and fumbling) publicly
- Finding a place in the workflow
- Existing layers of handlers

3. Information overload

- No single source of guidance

*When you talk about an executive
“working out loud” you have to
remember that means sharing with
43,000 people.
- Interviewee*

3. Building a Learning Organizations



Building a Learning Organization

A man and a woman are standing on a set of stairs, looking at a document together. The man is wearing a blue t-shirt and a backpack, and the woman is wearing a grey hoodie. They are both smiling and appear to be in a collaborative learning environment.

Whether for growth or efficiency, executives need to help their organizations adapt:

1. Reimagining talent acquisition
2. Prioritizing diversity
3. Creating semi-permeable walls
4. Building a culture of sharing
5. Optimizing social learning

*Success is never having to
train anyone.
- Interviewee*



The Executive Journey

The Executive Journey

1. Why executives adopt social tools and approaches
2. Triggers and stages of executive adaptation
3. How executives learn about social technologies and approaches



Why Executives Adopt Social Technologies or Approaches

Fear of falling behind

- Recognize the social trend and want to remain relevant
- Not fluent in social communication

Getting work done

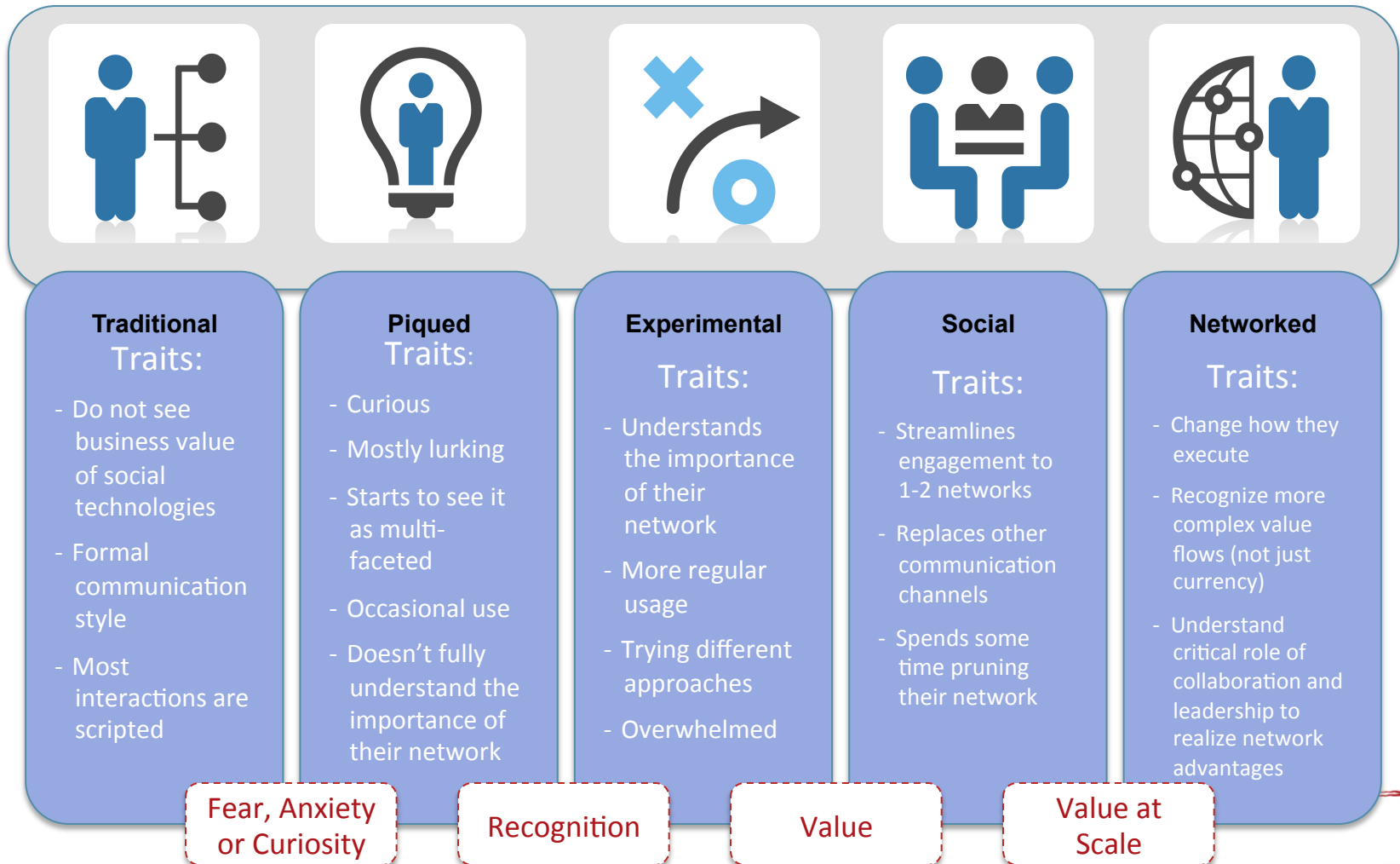
- Have a specific business challenge to solve
- Little interest in social otherwise

Building a culture of innovation

- Know their organizations need to evolve
- Understand culture plays a big role
- See social networks as a way to make change happen



Stages of Executive Adoption



How executives learn about social technologies and approaches

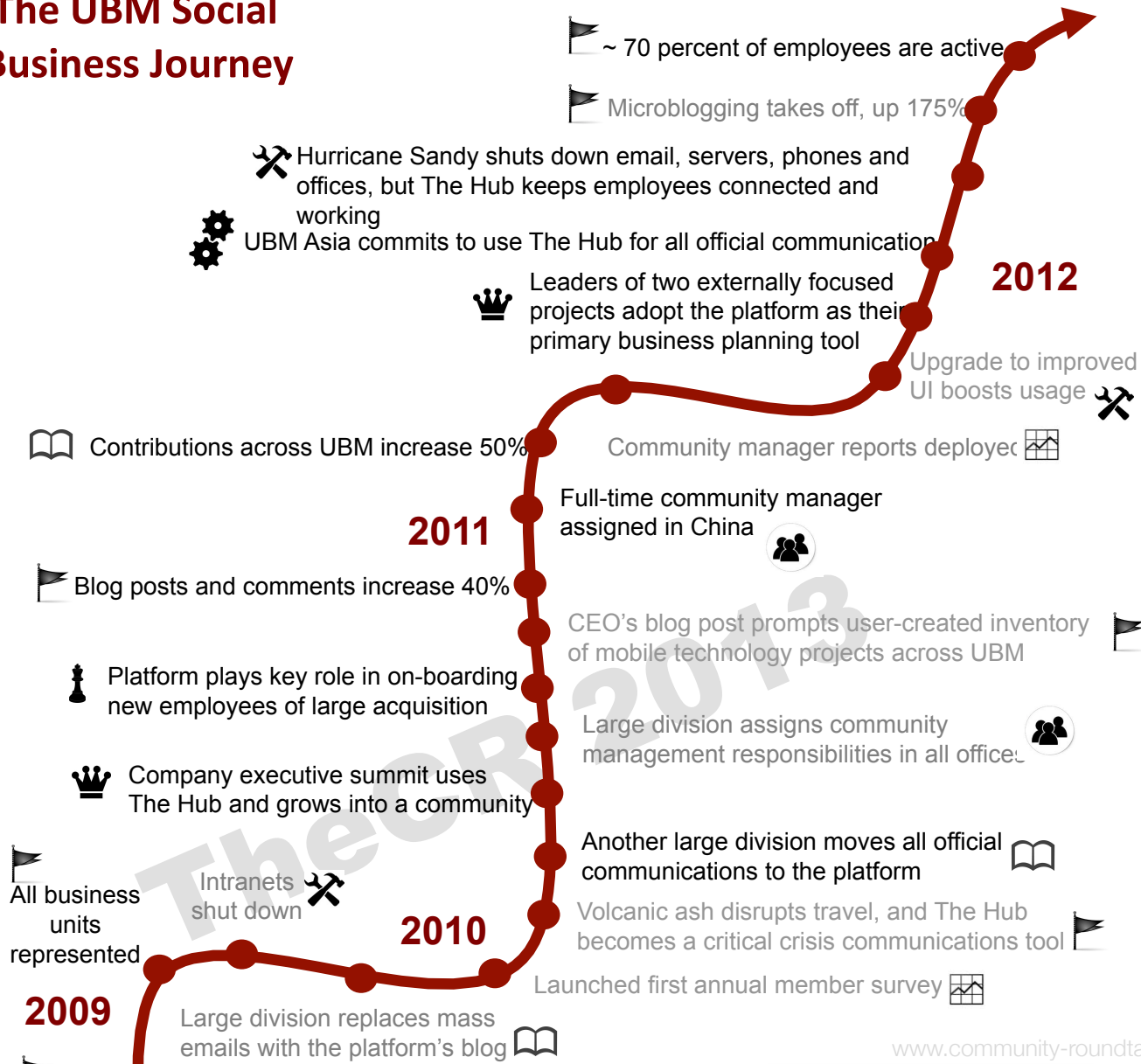
- Prefer experiential learning to explicit training
- Few common trusted sources of expertise
- Social networks (LinkedIn and Twitter particularly) are becoming more important





The UBM Case Study

The UBM Social Business Journey



Key Lessons from UBM

- Culture change and innovation are interlinked
- Implementing community is a marathon, not a sprint
- HR must think differently about its role
- Behavior change that comes from the top sends powerful signals to the rest of the organization
- Results can be groundbreaking and often not anticipated



Innovation at UBM

Two products of UBM's social platform, The Hub:

UBM'S future cities

Online community for innovation in global urbanization



Online community dedicated to the real world implications of big data





Enabling Executives

Learning Triggers

When do executives move from one stage in the Social Executive framework to the next? Although learning is not always linear, these are common triggers for advancement:



Traditional



Piqued



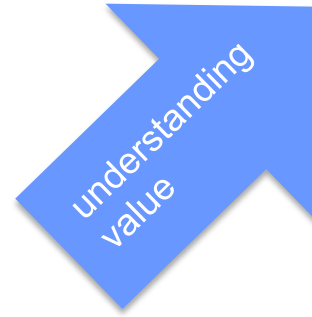
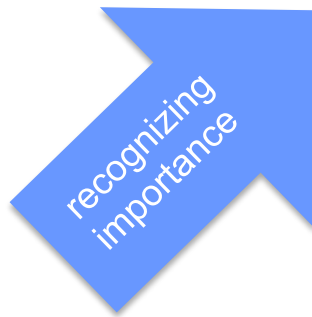
Experimental



Social

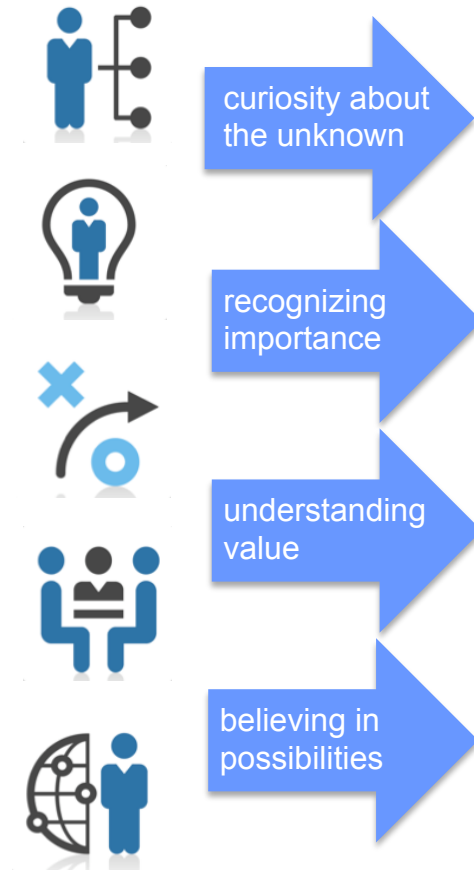


Networked



Enabling Social Executives

As executives advance in their learning about social technology, the following steps and resources may help along the way:



Keep it Simple

- Keep in context with priorities
- Explain the basics without industry jargon
- Use short lessons and examples

[15 minutes to get your executive to participate on a social network](#)

Get started

- Focus training on relation to business goals
- Pick one social network to explore and prepare a space to experiment
- Help to build and curate a relevant and personalized network

[How to find time for social media](#) + [Tips for building a network](#)

Make it a habit

- Prepare templates and other content to make engagement easy
- Identify triggers for participation
- Incorporate social technology in the daily workflow

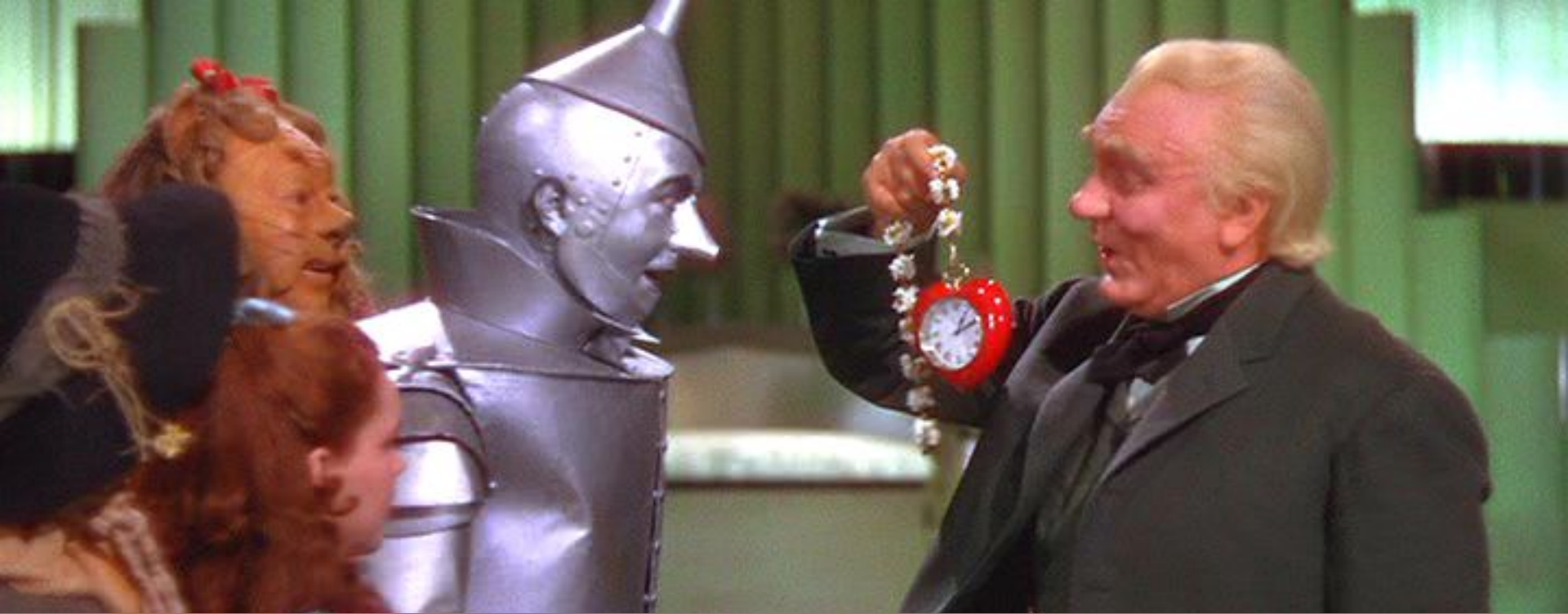
[Example blogging template](#) + [The best writing tip](#)

Inspire change

- Share research about and case studies of networked organizations
- Encourage participation in events that rely on networked thinking
- Explore new areas of interest or ways to improve current systems

[How to attract the right people to your life](#) + [Tips for live-tweeting](#)





Appendix: Toolkit for enabling executives

TheCR Research and Presentations

The Social Executive research from The Community Roundtable is designed to help better understand the level of executive engagement, how executives are setting priorities and the value they expect from social business.

- [The Social Executive Presentation](#)

Executives interested in social business and communities need to not only understand the macro conditions shaping their markets, but also what it means to their business and to them personally.

- [UBM Case Study](#)

This case study highlights leadership in UBM's community programs and how this change in business is helping to create a shared organizational culture of learning and innovation.

- [UBM Social Business Journey](#)

The case study above includes a one-page timeline that illustrates strategic decisions and milestones in UBM's community program.



TheCR Roundtable Reports

The Community Roundtable hosts weekly roundtable calls for TheCR Network members. These selected reports document lessons learned regarding executive enablement.*

- **Selling Social Media & Community to the C-Suite**

If your organization is just getting started with social, this report highlights strategies to get support and sponsorship from executive leadership for your community program.

- **Getting Senior Leaders to Engage in your Internal Network**

This report collects best practices to get executives' attention and encourage their participation in an organization's internal social network.

- **Coaching Executive in Social Media**

This report focuses on coaching executives by first addressing their fears of social media and then building a strategy that works with their needs and objectives.

- **Reverse Mentoring**

This report provides an overview of how to create a reverse mentoring program to pair leaders with others in the organization who have a knowledge that they would like to learn more about, such as digital/social media.

- **Gen Y Meet the Executives**

This report offers more reverse mentoring tips, including best practices for implementing a pilot program.

- **Asking the Right Question and Other Blogging Best Practices**

Many executives learn to be social by building an audience and conversation through blogging. This report highlights blogging best practices.

- **Creating a Culture That's Not Afraid to Fail**

Social executives are often focused on innovation and see failure as a learning opportunity. This report offers suggestions and techniques to address culture change.

*Please note these reports are available only to members of TheCR Network and to TheCR Focus subscribers.



Accounts of Social Executives

What do real executives think about social? Here are a sampling of stories about the value executives find in social networks.

- [Why It Matters to Keep it Real](#) by Peter Acteo
- [Xerox's CMO on Leading by Example in Social Media](#) by Christa Carone
- [Twitterprise: Bringing Whole Selves to Work](#) by Marcia Conner
- [My First Week on Twitter: Impressions of a Newbie](#) by Duncan Green
- [Working out loud: my own story](#) by John Stepper
- [Interview with Mark Yolton](#), SAP Senior Vice President of SAP Communities & Social Media

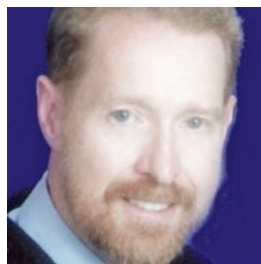
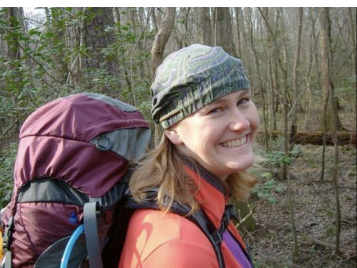


Reading list

For additional reading about leaders can leverage social technology at their organizations, a few selected suggestions are below.

- [Talk, Inc. How Trusted Leaders Use Conversation to Power Their Organizations](#) by Boris Groysberg, Michael Slind
- [Open Leadership](#) by Charlene Li
- [Organizations Don't Tweet, People Do: A Manager's Guide to the Social Web](#) by Euan Semple





Research Partnership Opportunities

The Community Roundtable partners with organizations to produce customer research reports, presentations and other deliverables.

Sponsors receive exposure to a targeted audience actively involved in the buying process for social products and services.

Contact us to learn more: research@community-roundtable.com



About The Community Roundtable

Mission: Advance the Business of Community

1. **Champion:** Advocate for the needs of community business owners and teams
2. **Educate:** Provide training solutions to community & social business leaders
3. **Curate:** Aggregate, document, and share community management best practices

Member Organizations & Clients



Services

- TheCR Network
- TheCR Focus
- TheCR Advisory
- TheCR Research
- Community Management Training

Leadership Team



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