

Adoption Strategies for Social Computing



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Solution Specialist Productivity
18 maart 2011, Zwolle

Agenda

Business value

Cultural challenges

End user priorities

Sponsor considerations

Recommendations for IT

Summary of 10 essentials

SharePoint 2010's advantages

Customers' adoption strategies

Business Value of Social Computing

- Find and connect with experts
- Address generational shifts
- Break down organizational barriers
- Promote end user innovation
- Improved business agility

BUT...

Cultural Challenges

- Fear by management over loss of control
- Fear by employees over loss of personal value
- Confusion over the business impact of new social tools
- Hesitant about change and breaking away from existing conventions

Challenge: Loss of Control



Challenge: Loss of Personal Value



Challenge: Confusion



Challenge: Breaking Convention



End User Priorities

- Personalization
- Easy access
- Ease of use
- Have clear objectives
- Dynamic, fresh, engaging content
- Management's support of its use

End Users

Personalization



Easy Access



Ease of Use

AUBPOS Service Delivery Team
Accenture People

High performance. Delivered.

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 [My Page ▾](#) |
 [My Private Page](#) |
 Search: _____ |
 Accenture People ▾ |
 Search: _____

[Accenture Portal > My Page](#)

Christopher Miller (Chris) is talking about Collaboration
Senior Executive

[Ask this person to fill out their profile](#)

Preferred contact: Mobile Phone: +1 312 466-1234

Preferred language: English

Local time & date: 5:14 p.m., 14 May 2009

Our Time Difference: same time as World Clock

Email: miller.christopher@accenture.com

Man Office: Chicago, IL 60606-0000

Office Phone: +1 312 466-1234

Current Location: Chicago, IL 60606-0000

Current Client: Accenture CO

I am responsible for Accenture's internal collaboration capabilities, including video, voicemailing, group/team collaboration, social networking and knowledge management. This includes the recent re-launch of the global personalized portal with advanced search capabilities.

Check out the Collaboration 2.0 Program homepage:
<https://collaboration.accenture.com>

Federal News Radio Interview: <http://www.federalnewsradio.com/?sid=1037412&nid=15>

Education:
Bachelor's Degree in Finance from Indiana University in 1993.
MBA from Northwestern University in 1995.

Prior to my current role, I held various leadership positions in the CIO Organization including work supporting Accenture's Internal Human Resources, Facilities & Services, and Legal organizations. Between 1993 and 2004, I was part of Accenture's Products operating group directing large solution-oriented projects at global Retail and Pharmaceutical clients.

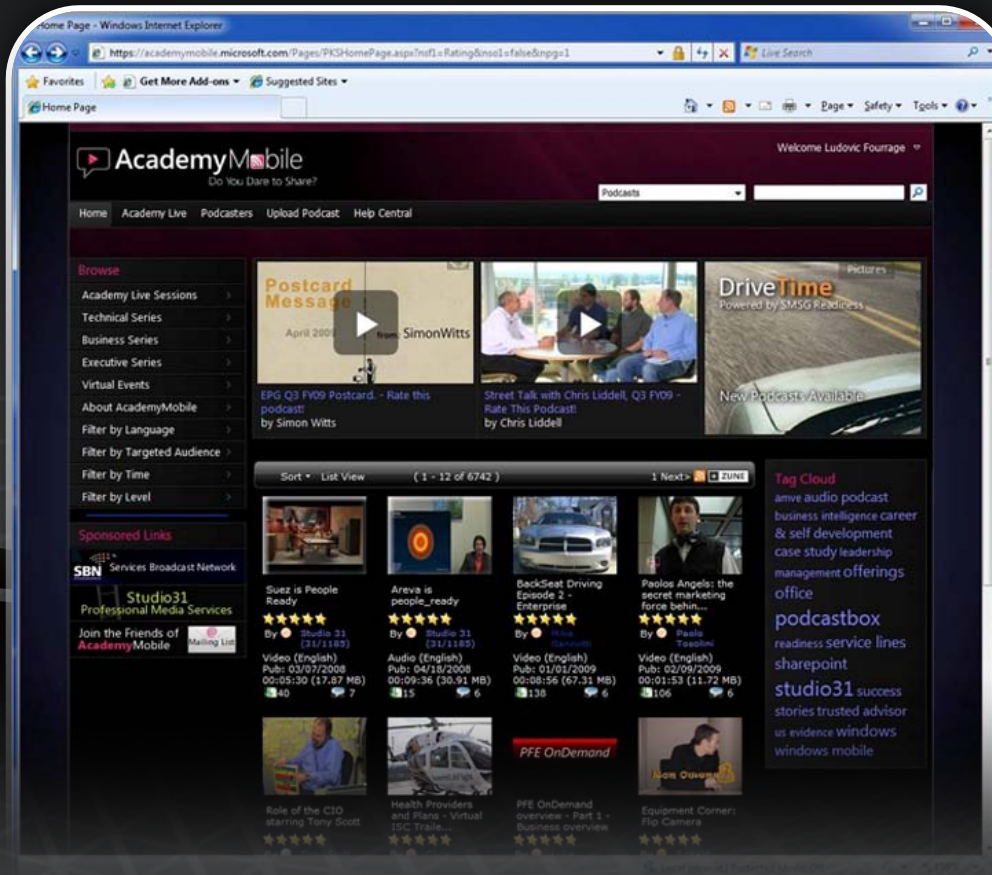
I received my bachelor's degree in Finance from Indiana University in 1993. I am married with three young children and enjoy sports, traveling, and spending time with my family.

Roles and Expertise	Collaboration	Blog	About Me	Contact	News Feed
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Active Projects: Accenture's Collaboration 2.0 Program Past Projects: Walgreens, Wallace, McDonalds Roles I perform: Accenture's Collaboration 2.0 Program Lead My Team: Collaboration 2.0 Program Team Mentorships:	Career Counselor Relationship <ul style="list-style-type: none"> ↑ Steven, Robert T., Senior Executive ↑ Sorensen, William J., Senior Executive ↑ Henderson, Philip B., Senior Executive ↑ Laughlin, R. Scott, Senior Executive ↓ Miller, Christopher T., Senior Executive → Miller, Robert T., Senior Manager → Sorenson, William J., Senior Manager → Henderson, Philip B., Senior Manager → Laughlin, R. Scott, Senior Manager Organization: CIO -Business Applications -Bus Apps Enterprise -Bus Apps Enterprise Apps Workgroup: Ent/CIO Community: IBM_BPM_2009 Career Model: SEC HR Representative: Contact PeopleLine at miller.christopher@accenture.com or visit PeopleLink	My CV/Resume Skills: <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #2e7d32; color: white;"> <th>Skill</th> <th>Proficiency</th> <th>Yrs of Exp.</th> </tr> </thead> <tbody> <tr><td>Project Management</td><td>Advanced</td><td>4 Years</td></tr> <tr><td>Release Management</td><td>Advanced</td><td>4 Years</td></tr> <tr><td>Infrastructure Management</td><td>Advanced</td><td>3 Years</td></tr> <tr><td>Integration Architecture</td><td>Proficient</td><td>3 Years</td></tr> <tr><td>JAVA</td><td>Proficient</td><td>3 Years</td></tr> <tr><td>C</td><td>Proficient</td><td>3 Years</td></tr> <tr><td>IBM-WebSphere-MQ Series</td><td>Proficient</td><td>3 Years</td></tr> <tr><td>Oracle-Database</td><td>Proficient</td><td>4 Years</td></tr> <tr><td>Performance Testing</td><td>Proficient</td><td>2 Years</td></tr> <tr><td>BPM-VeevaLogic</td><td>Proficient</td><td>3 Years</td></tr> <tr><td>Microsoft-Visual Basic</td><td>Proficient</td><td>3 Years</td></tr> <tr><td>Program Management</td><td>Proficient</td><td>2 Years</td></tr> <tr><td>Warehouse Management Systems (WMS)</td><td>Proficient</td><td>3 Years</td></tr> </tbody> </table> Other Skills & Expertise: Collaboration 2.0, Accenture Collaboration, Collaboration, Social Networking, Telepresence, Office Communication, Microsoft, OGC, Accenture People, Sharepoint, CIO Innovation Ideas, CIO Organization, AIA, Temberg	Skill	Proficiency	Yrs of Exp.	Project Management	Advanced	4 Years	Release Management	Advanced	4 Years	Infrastructure Management	Advanced	3 Years	Integration Architecture	Proficient	3 Years	JAVA	Proficient	3 Years	C	Proficient	3 Years	IBM-WebSphere-MQ Series	Proficient	3 Years	Oracle-Database	Proficient	4 Years	Performance Testing	Proficient	2 Years	BPM-VeevaLogic	Proficient	3 Years	Microsoft-Visual Basic	Proficient	3 Years	Program Management	Proficient	2 Years	Warehouse Management Systems (WMS)	Proficient	3 Years
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Clear Objectives



Management's Support of its Use

Chris Capossela > Blog

CHRIS CAPOSSELA

Home My Blog

Categories

- Work
- Personal
- Other
- IW Strategy
- Microsoft Initiatives

Blog List

There are no items in this list.

Links

- Photos
- Archive
- Archive (Calendar)

RSS Feed

Blog of Chris Capossela, containing my thoughts, comments and questions.

11/14/2008

Business Spotlight: Going from Zero to 60 with Live@edu

The PMG is home to a diverse set of businesses and as the portfolio expands it becomes harder to stay on top of them all. I want to use this blog to shine a light on some of them because I know many of you are interested to understand them, but you might not have time to investigate them on your own. I recently wrote about the FAST acquisition and the reasons why that is such a unique acquisition for us. In that same vein I thought I'd write about a business that recently joined the PMG: Live@edu. In five minutes or less, I hope to give you a good understanding of what Live@edu is, why it moved from the Windows Live team to IW, and why it's so important.


What is Live@edu?

Live@edu is a worldwide program that provides university students and alumni with free email and collaboration through Exchange Online, Office Live and Windows Live offerings. Our primary goal is to build familiarity and preference for Microsoft IW technologies with the next generation of the workforce.

What are the top things to know about Live@edu?

Here are what I consider to be the five most important things to know about the Live@edu initiative:

- Live@edu is one of the most integrated, broadest reaching offerings at the company. It has Exchange as its core for mail and calendaring but it also includes collaboration, storage, blogging, photos, etc. with Office Live and Windows Live services not to mention mobile support. Various engineering teams across the company are building lots of the glue and helping to make it easier for customers to go from signing a deal to actually provisioning accounts. So all in all, Live@edu is the result of four major product divisions working together! It's always more complicated to deliver something that has cross group dependencies, but there's a lot of excitement and enthusiasm to do this well and build an experience that can't be matched.
- At the same time, we are fighting a tough battle against Google in the education sector. Google has really honed in on the education opportunity and as a result they've become very strong in the space making it extremely easy for universities to sign up for their offering (Google Apps For Education). Live@edu is our major push to win back the space in Africa, Asia,



Comments

Title	Post Title	Created By
Great information	The Low Down On Disclosure	Leann Underwood
Particularly useful for new and recently acquired employees	The Low Down On Disclosure	Wilson Haddow
Particularly useful for new and recently acquired employees	The Low Down On Disclosure	Wilson Haddow
Very Helpful Information	The Low Down On Disclosure	Audrey Jones
Renewed Focus on the Information Worker?	How Windows is Living and Breathing the Competition	Matthew Woodget
Agreed! And, as you suggest it's not just for the big ad campaigns	How Windows is Living and Breathing the Competition	John Durant

Sponsors

Sponsor Considerations

- Identify champions at the executive and early adopters level
- Address legal, compliance, and security issues early
- Define the governance policies
- Encourage grassroots ownership
- Brand your solution

When to Focus on Adoption

Social Computing Initiative Phases

Concept

Design

Plan

Pilot

Evaluate

Launch/
Monitor

Adoption Strategies and Practices Subtext

Business value

Success metrics and definition

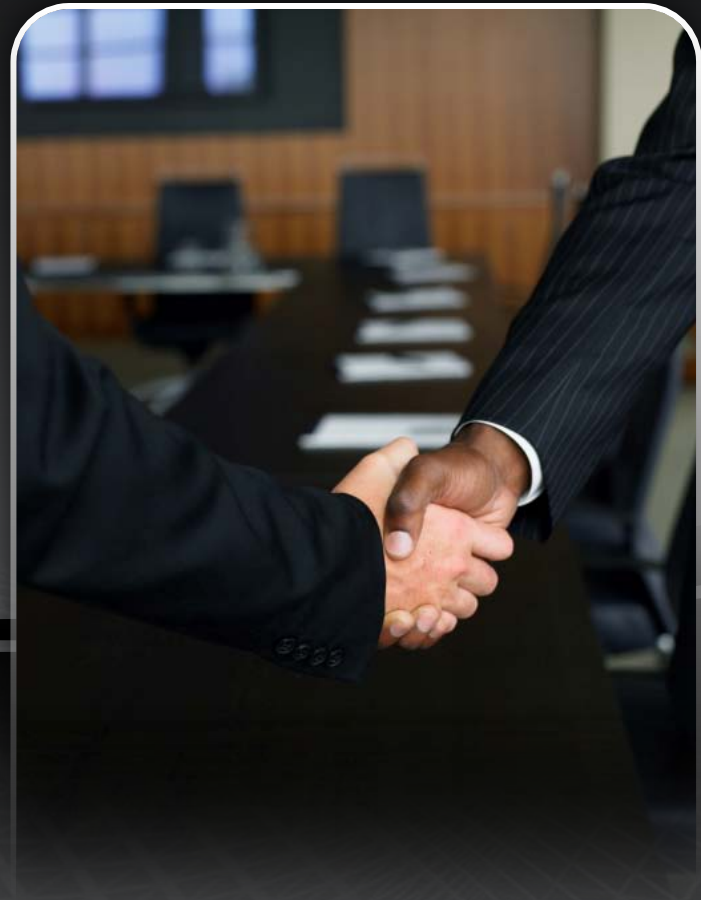
Phased implementation

Training, promotion

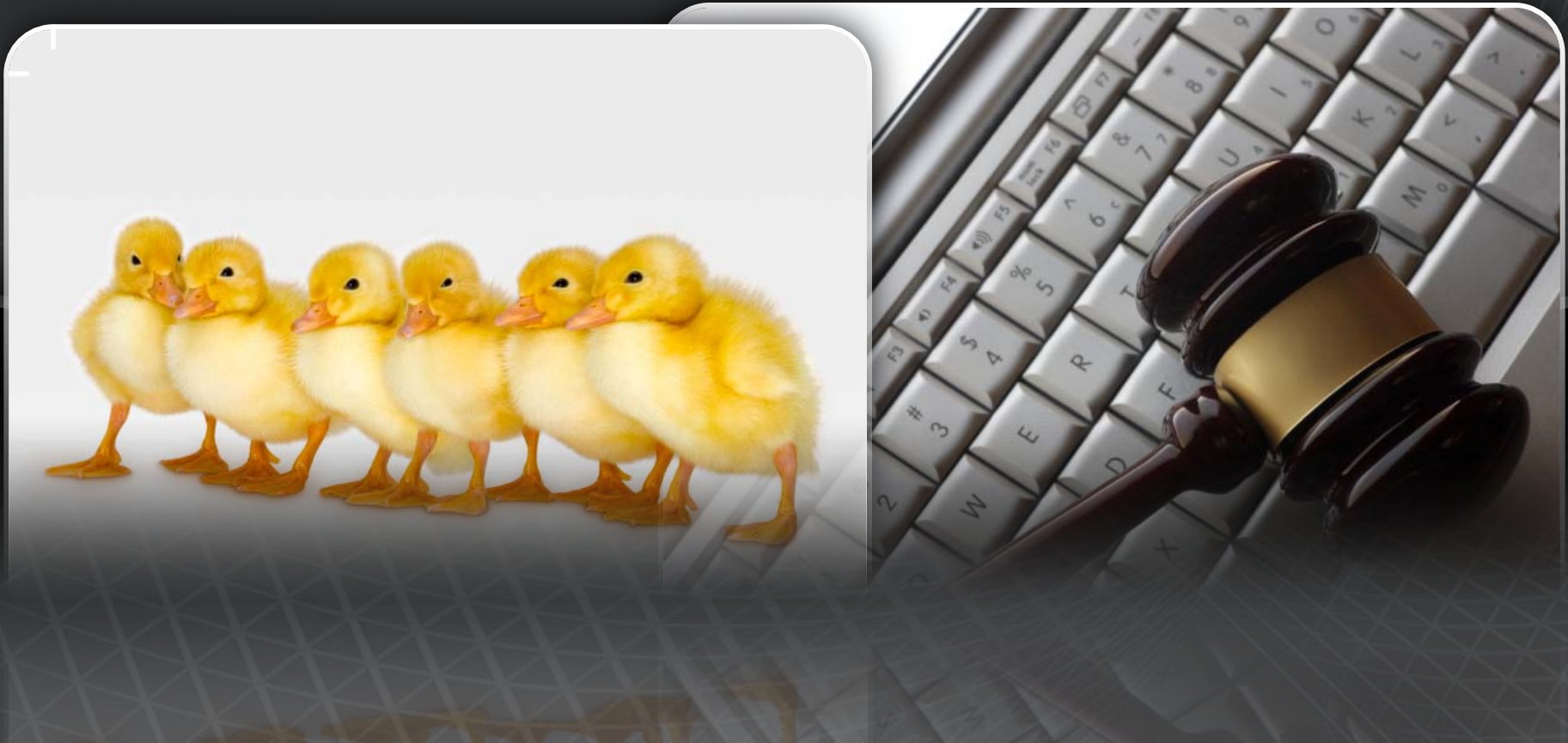
Strategic and Cultural Subtext

Change management, cultural transformation,
bridging generation gaps

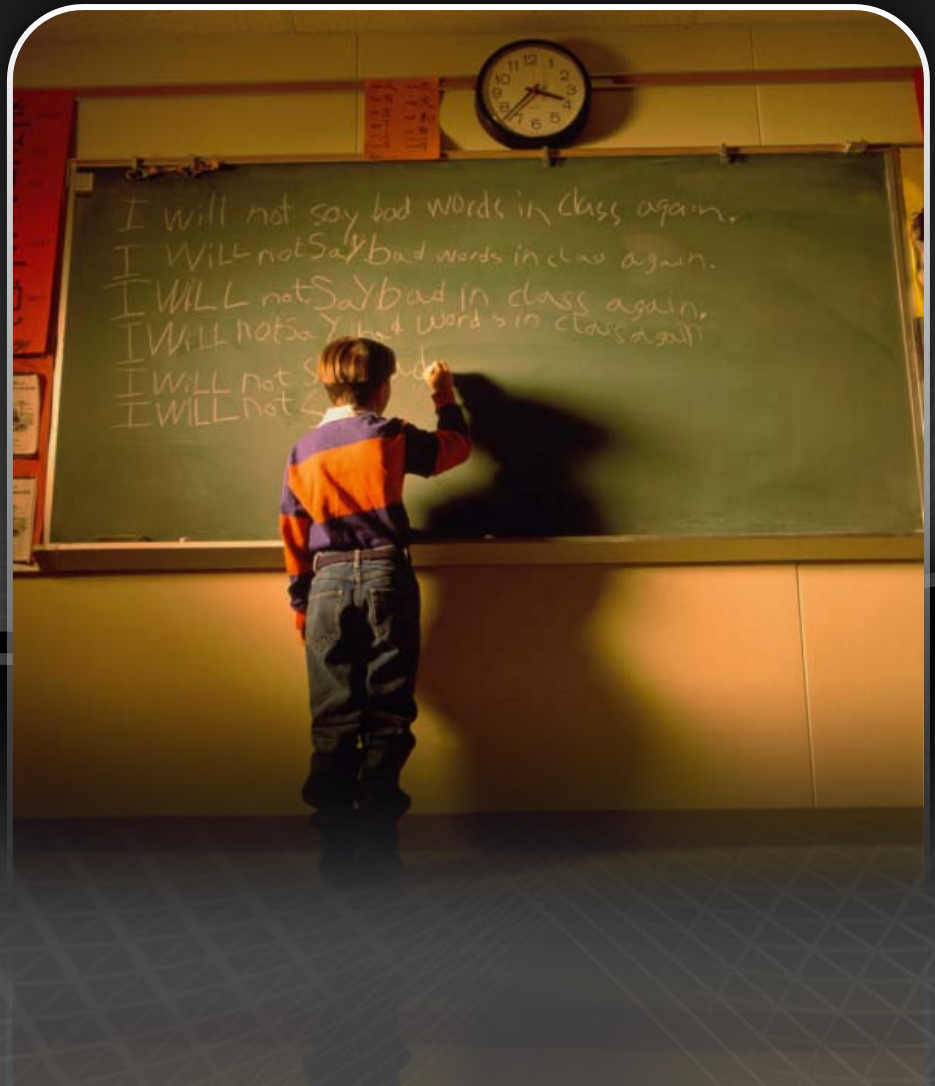
Have Champions



Legal, Compliance, and Security



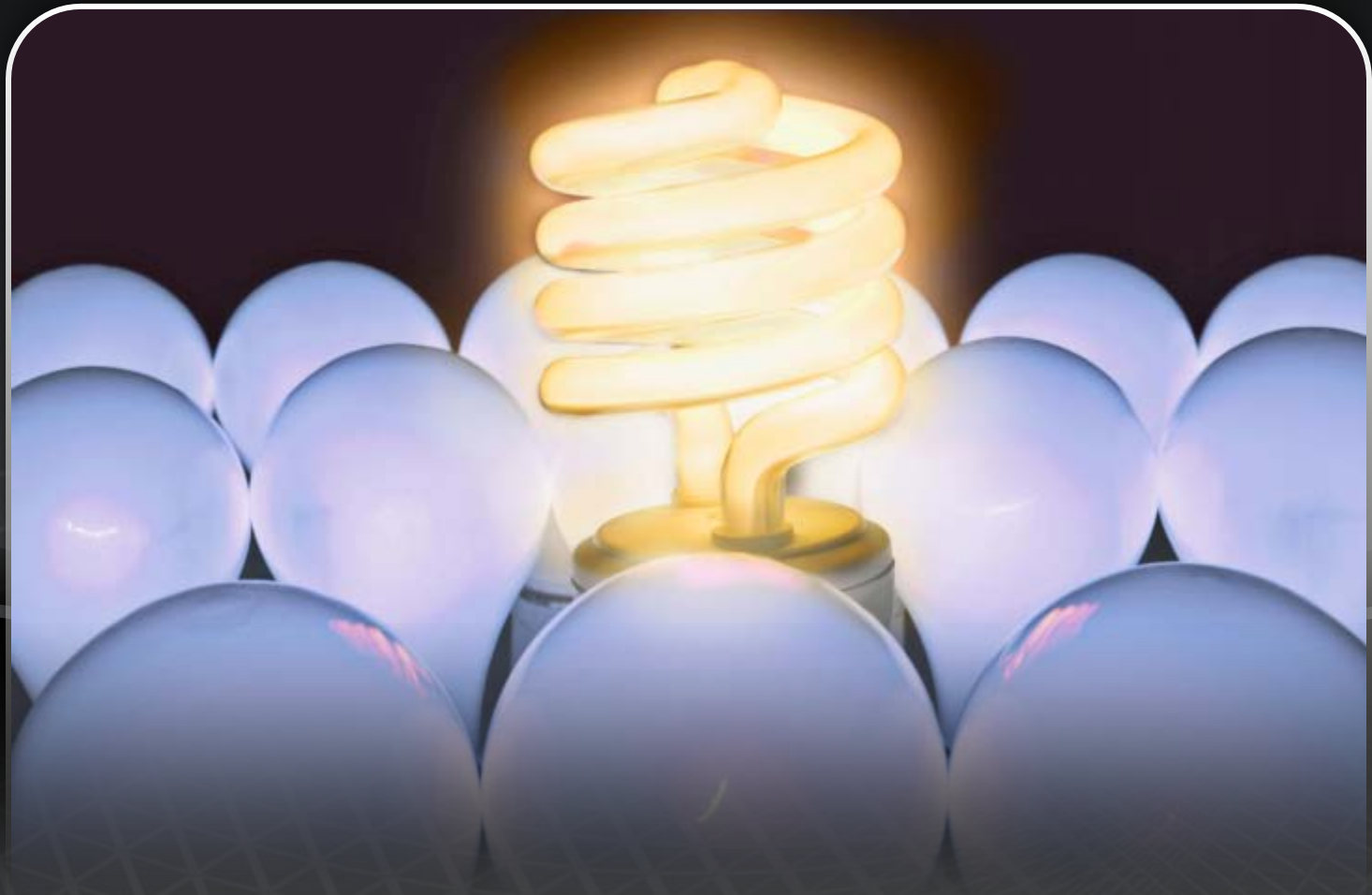
Governance Policies



Grassroots Ownership



Brand Name Solution



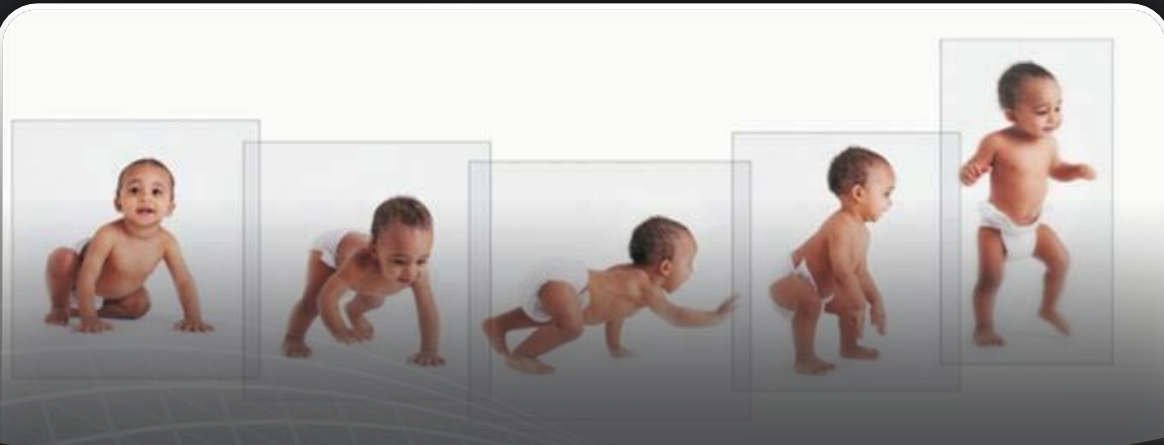
IT

Recommendations for IT

- Phased approach – don't overwhelm the users
- Implement improvements/new features regularly
- Make governance policies easy to find



Phased Approach



Implement Improvements



Governance Policies



10 Essentials for Social Initiatives

1. Be ready to invest time, resources, and money
2. Get champions to help you with roll-out
3. Think about adoption strategies early on
4. Pay attention to the usefulness, usability, and design of your solution
5. Make sure your solution is compatible with existing systems
6. Start gradually with small deployments/numbers
7. Promote the solution and provide training if needed
8. Implement improvements based on end user feedback
9. Manage expectations – not all the goals can be achieved at once
10. Train people that it's coming and that you need to get on the train

Cultural Challenges

- Fear by management over loss of control
- Fear by employees over loss of personal value
- Confusion over the business impact of new social tools
- Hesitant about change and breaking away from existing conventions

SharePoint 2010's Advantages

- Social connections
- Usability and attractiveness
- Integrate with familiar tools
- Participation anywhere

Microsoft®
SharePoint® 2010

Customer Story

Electronic Arts

Bert Sandie
Director of Technical Excellence
EA University

[illegible]

Post-Launch Adoption Strategies

- Viral growth
 - Viral marketing campaign used with emails sent to teams, communities of practice, etc
 - Subsequent adoption driven by team and community leaders
- Baked into new-hire orientation about "Setting up your profile"
 - In-progress across all of EA
- Provide FAQ posters around different buildings/locations
 - Advertised on many of the EA internal portal sites through banner ads or direct link to profiles
- Excitement video
 - During launch of EA Knowledge 2.0 in July 2009 – viral video sent out with over 1500 employees watching it in 3 days
- Provide regular improvements so there is always something new to try
 - Major releases have been about 1 per quarter and minor releases more frequently
- Use the surveys/feedback and really improve the system to expectations
 - User surveys used to drive initial requirements and directions

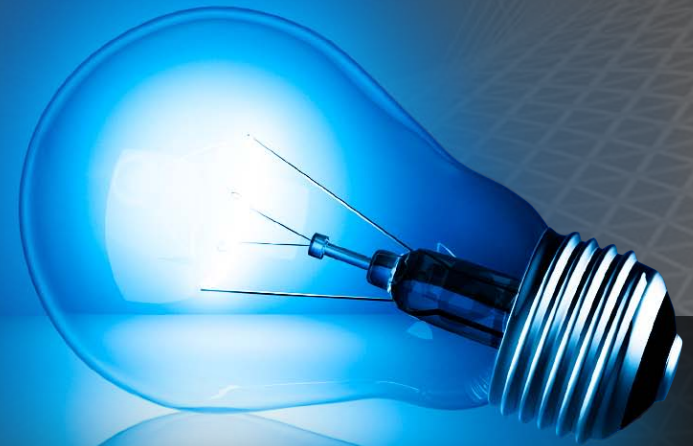
Commonly Asked *Difficult* Questions

- How do you measure “success”
 - Track monthly metrics: visits to site; number of content reads; number of searches; profiles completed; content added; etc.
- What is the magic number?
 - Ultimately everyone should strive for 100% – many factors drive the magic number including size of company, geographic dispersion, age, culture, etc; our targets: Year 1 – 33%, Year 2 – 50%, Year 3 – 75%
- How often should you roll out new features?
 - Minimally every quarter during the first couple of years to adapt and meet needs; foresee less frequent releases after this as platform features stabilize
- How many “experts” should you enlist?
 - Two for every community of practice created; a steering committee of 3 to 7 for the overall solution
- What’s the process for how you make the policy decisions?
 - Small steering committee; we are not really setting any policy decisions more guiding solution direction and usage

Lessons Learned From EA

- Profile your customers
- Solicit feedback from users
- Leverage experts

THINK: Usability, Aesthetics, and Functionality!




Customer Story

Accenture


Kevin Dana
Director of Enterprise Social
Collaboration

Introduction



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accenture People 


Contract Management
Global Service Centre Team

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[Accenture Portal](#) > [My Page](#)



 **Kevin Dana (Kevin)** preparing to participate in a panel discussion about social computing
Senior Manager 



Preferred contact: Office Communicator 
Preferred language: English
Local time & date: 8:21 a.m., 16 October 2009
Our Time Difference: -0.00 hrs @ [World Clock](#)
Email: kevin.a.dana@accenture.com
Main Office: Chicago GS 180 LaSalle
Office Phone: +1 312-693-0537
Current Location: 180 North LaSalle, Chicago, IL
Current Client:

I started at Accenture in 1997 in what actually became the CIO Organization. I've enjoyed the challenges working with technical and business problems here especially with the wonderful colleagues I have the pleasure of working with.

[Roles and Expertise](#) [Collaboration](#) [Blog](#) [About Me](#) [Contact](#) [News Feed](#)

Active Projects:	Accenture People Enterprise Search Collaboration 2.0 Program	Career Counselor Relationship ↑ Burkhardt, Kristian , Senior Executive ↓ Dana, Kevin A. , Senior Manager <ul style="list-style-type: none">— Lang, T., Manager— Rodrigues, David S., Manager— Schaub, Matthew C., Manager— Schocke, Daniel A., Manager— Slaven, Mark, Manager	Specialization and Skills:  Update Specialization
Past Projects:	Knowledge Exchange Accenture Portal		Primary Capability / Specialty: Tech Vision&Architecture Technology Architecture
Roles I Perform:	Capability Management Application architecture		Additional Capabilities / Specialties Industry Alignment
Job Title:			Other Skills & Expertise: SOA , Mediawiki , Social Networks , Sharepoint , People Pages , Wiki , Team Services , Content Management Server , Kx , Application Architecture , MOSS , Collaboration , Accenture People , WebTrends , Web Part , Web Service , Knowledge Network , Enterprise Search , Knowledge Exchange , Accenturepedia , BDC , BA - Insight , RSS , Accenture Media Exchange , SSP... , Wikipedia , AccentureTube , Sim plashare , Accenture Portal , Simple Share , Townsquare , Accenture Media
My Team:	Collaboration Applications IX Search People	Organization: Accenture People Hierarchy - Corporate Functions - Global CIO Workgroup: Ent/CIO Community: CHG_ENT_CIO2 Career Model:  Enterprise CM HR Representative: Contact Peopleline at 800-432-2729 or visit PeopleLink	
Memberships:			

Post-Launch Adoption Strategies

- Sponsorship and approval from management
 - Senior executive send out communication to everyone within the company explaining the new solutions and why its important
- Viral marketing
 - Run contests and provide 'friends of' features like vanity urls for profiles (e.g. *people.accenture.com/kdiddy*)
- Embed use into training exercises and staff a information/picture booth
- Incorporate into employee related business processes – mentoring, skills validation
- Leverage new media
 - Annually, at the company summit, the video was shown to generate excitement and pride in the company's innovation in this space
- Integrate social computing capabilities into daily project workflow

Commonly Asked *Difficult* Questions

- How do you measure “success”
 - We continually gather adoption and usage metrics and plot over time to see trends.
 - When other applications ask to leverage the capabilities
- What is the magic number?
 - Our honest answer is that we’re still figuring that out. In part it depends on our workforce. Outsourcing, typically call center employees, have computers locked down making it difficult for them to upload. This has been a difficult audience to target adoption. Additionally, blogging for the sake of blogging won’t get high numbers but applying blogging to Groups where you are congregating and sharing ideas/opinions would drive more of that type of activity
- How often should you roll out new features?
 - Monthly in the first year
- How many “experts” should you enlist?
 - We target evangelists by geography and workforce
- What’s the process for how you make the policy decisions?
 - Make friends with data privacy and HR when this becomes a glimmer in their eye.
 - Focus on opt in
 - Leverage or create a Content and Collaboration Council of stakeholders who weigh in on decisions

Lessons Learned from Accenture

- Articulate the business benefits.
- Identify the appropriate data sources.
- Address data privacy policies globally.
- Present a rich user experience.
- Communicate the "What's in it for me?"
- Embed the user profile throughout the intranet.

Embed the User Profile Throughout the Intranet

The screenshot displays an intranet interface with a central content area and a right-hand sidebar. The central area features a calendar event titled "Collab Apps Weekly Touch Point" and a comment thread. The comment thread includes a comment from "liang" and a reply from "edgar.i.sanchez". The sidebar, titled "Lookup People", lists several users with their photos and brief biographies. The interface is designed to show user profiles in various contexts, such as comments and a dedicated lookup section.

Calendar Event:

Occurs every Tuesday effective 9/15/2009 from 2:00 PM to 3:00 PM
Accepted on 9/8/2009 6:43 PM.
The organizer created this meeting in the following time zone: (UTC-08:00) Pacific Time (US & Canada).
This appointment occurs in the past.

Organizer: [Name] Sent: Tue 9/8/2009 1:31 PM
Subject: Collab Apps Weekly Touch Point

Comment Thread:

liang 12 hours ago.
is tailoring and waivering.

edgar.i.sanchez 12 hours ago.
Windows 2000 support will sunset on July 2010 ... stay tuned ...

Comments: 2
On Thursday at 10:26 AM Lang, T. said: For all the apps still on Win2000, your upgrade to Win2003 R2 is the perfect time to migrate your app to use CIO Federation Services for all of your ESO needs! (sorry, couldn't resist a little blatant, shameless project promotion)

edgar.i.sanchez over 12 hours ago.
posted a new blog entry "Report Builder 1.0 vs .2.0 vs. 3.0 Comparison"

chip.c.allen 13 hours ago.
is Testing again

chip.c.allen over 13 hours ago.

Lookup People:

Consultant - San Fco United States
I am on the User Adoption & Change Team for the Collaboration 2.0 Program. I support the adoption efforts for Office Communicator & videoconferencing tools and lead the change efforts for Collaboration Applications, including Accenture People, Accenture Groups, Enterprise Search, Knowledge Exchange, Team Services, and Media Exchange. It's a nice marriage of my passion for social networking and web 2.0 technology with my experience in T&OP work. Prior to joining the Collaboration 2.0 Program, I served on the Organizational Capability team focusing on organizational design, communications and change management for Project Lynx at Chevron. Project Lynx is a supply chain optimization project for Chevron's Downstream organization. Before joining Project Lynx, I worked on the Change Management and Communications and Learning team at PG&E. I also lead the NorCal T&OP Meetings Committee.

Manager - Philadelph United States
I joined Accenture in 2001, and spent a number of years working on large Oracle ERP implementations. After developing skills in design and testing roles, I ultimately transitioned to Change Management with a focus on training and communications. My industry experience spans Communications, High Tech, and Pharmaceutical clients. Currently, I am working on Accenture's Collaboration 2.0 team to promote the adoption of tools such as Office Communicator, Telepresence and Accenture People.

Manager - Chicago United States
I am the overall for all of the Collaboration Applications. This includes the following applications: Enterprise Search, Accenture People, Knowledge Exchange, Accenture Groups, Media Exchange, and organizations.accenture.com. I have been involved in the Collab Program (specifically applications) since it started in FY05. I have extensive Project Management experience in both methodology and practice. I spent several years on the Continuous Improvement project and the LHM5 project.

Customer Story

Deloitte

Patricia Romeo
DStreet Leader

Introduction

Business Card

Patricia Romeo
HR Human Resources
Talent Initiatives Inspiration & Eminence

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Fax: 513 362 6176
Cell: 513 200 5350
Other Phone: 513 624 7292
[e-mail: pat@deloitte.com](#)
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Deloitte Services LP
250 E. 5TH ST.
STE. 1600
CINCINNATI, OH, 45202-5109
US

Have You Met?

[Manage All](#)

Becki Horton

ERIC L OPENSHAW

BRUCE WESTBROOK

GRETCHEN K MOXEY

Suzy Tonini

BREAN C FITZPATRICK

Hike Zani

KATHARINE V BOALS

STUART R ROSENBERG

AMY G AEZEN

ERIKA ROGAK

Kevin Rehak

CATHY BENKO

Jack McFadden

MARYBETH PASTERGE DILLE

AMI C CHITWOOD

EDDIE R HANGALIAS

Bookmarks

Websites

Falo Alto Research Center Forum [Go there], Deloitte Social Networking Research Wiki [Go there]

Blogs

The WTR Blog [Go there]

Podcasts

How do you stay motivated? It's right with you...and your dog.

About Me

Patricia Romeo

I am the leader for D Street. My job is to maximize the benefit of social networking within the Deloitte organization and to help people understand the many advantages of personal and professional branding. This is an exciting time to be working in this area as we are beginning the migration of DeloStreet to the D Street platform. I am a firm believer that collaboration tools will change the way we work, just as email and IM has. I started with Deloitte in 1988, left for 5 years to be the Director of Recruiting for Computer Sciences Corporation and returned in 2000. My husband worked in the tax department in the Cleveland Phoenix and Cincinnati offices. I have been married for almost 23 years and have 4 terrific kids ages 18, 15.2 and 2. Twins!

Background & Experience

Education

Institution: Notre Dame College
Degree: BA
Major: English Literature

Work Info

Employer: Computer Sciences Corporation
Title: National Operations Director
Length of Employment: 6 Years
Languages: ITALIAN

Miscellaneous

Areas of Interest:

Social computing, Performance Management, rebound employment (employment for retired boomers), HRIS, Technology, recruiting for the consulting industry, Mass Career Customization, collaborative filtering, online auctions, prediction markets, reputation systems, computational social choice, tagging, and verification games, D Street Team, Social networking Special Interest Group, office Concierge Network Group, Admin Assistant D Street Community, 2009 THX Summit & University Attendee, Chicago, CPDN Certification Study Group, GenY Special Interest Group, Investment Committee, OCIO Connecticut, AERS ER Recruiting Community, Parenting Twins

Blog

[View All](#)

What is a handshake in a virtual world?
By Patricia Romeo | 5/15/2009 10:15 AM EDT

Here's a situation - You are sitting at a plane and realize that the person sitting next to you is from Deloitte. Or, maybe "could be". Of course, another possibility is that he/she works for the IRS or even worse, is a competitor! Well, it doesn't matter if you know who they are because you can still shake hands virtually.

Resumes and CVs

[Add/Modify](#)

Primary

Patricia G. Romeo Resume
[Sample Resumes.docx](#)

Publications and Content

[Add/Modify](#)

Publications

Using D Street in Plain English
Blogs in Plain English
Chicago Tribune Article - The Virtual Watercooler
Case Study: Don's Formula for Social Software
Click and Social Networking: The D Street Value Proposition
ComputerWorld Article
Internets Foster Teamwork!
Social Media in Corporate Settings - a case study
Productive blog about D Street
How Deloitte's social network beat the isolation blues

Content

The D Street Story
[The D Street Story.docx](#)

Photos

[View All/Mange](#)

When Visiting My Office

Places to Eat

Boca or my house :)

Things to Do

Cincinnati Reds, Cincinnati Bengals, University of Cincinnati Bearcats Football, Kings Island, Conroy Island, See a concert at Riverfront, go to Fordley Market

Places to See

I enjoy the Pendleton Art Fair on final Fridays.

Guestbook

[Add a Comment](#)

Post-Launch Adoption Strategies

- Monthly technology enhancements with wow factors
- Blog discussions seeded throughout portal that connect to individual profiles
 - Heath & Fitness portal pages link to blogs of marathon runners, biking teams, etc
 - Diversity portal pages link to blogs that discuss diversity
 - Global deployment pages link to blogs of expatriates
- "I'm on D Street, Are You? Campaign
- Communications that enforce rule "A name is no longer a name, but a hyperlink to a profile."
- "Creating your profile and network" orientation module
- Connections to outlook calendar and IM to enforce rule, "No introductions, just links to profiles."
- Annual list of promotions provides hyperlinks name to profiles.
- Replace directories with search strings
- Email default internal signatures with links to profiles.
- Profile of the week campaign throughout the offices
- When travelling to local offices, CEO reviews local office profiles and talks about the interesting people and places he learned about on profiles.

Commonly Asked *Difficult* Questions

- How do you measure “success”
 - Frequent reporting process that tracks usage
- What is the magic number?
 - Our goals were based on several magic numbers:
 - 8 weeks after deployment - 25% profile creation
 - 1 year after deployment - 50% profile creation
 - 2 years after deployment – 75% profile creation
- How often should you roll out new features?
 - We rolled out new features *almost* every month of the first 12 months
- How many “experts” should you enlist?
 - For the launch you should enlist the guidance of professionals from change management, communications, legal, employee relations and talent to assist with key decisions.
- What’s the process for how you make the policy decisions?
 - We have a steering committee with representatives from each of the areas above.

Lessons Learned from Deloitte

- Make sure your leaders understand the value proposition of a social computing.
- Connect to as many other systems and processes as possible.
- Use authoritative data sources wherever possible.
- Combine the personal and professional into the profile.
- Embed the profile throughout the portal.
- Don't pressure people to use it.