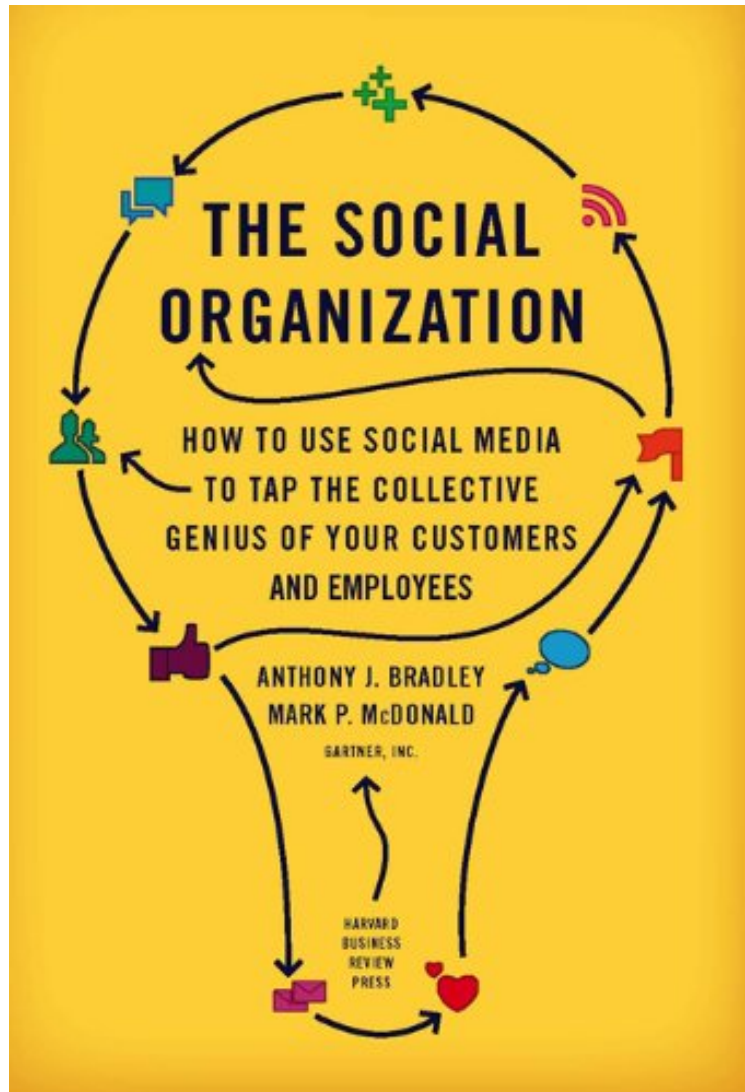


(Read free ebook) The Social Organization: How to Use Social Media to Tap the Collective Genius of Your Customers and Employees

The Social Organization: How to Use Social Media to Tap the Collective Genius of Your Customers and Employees

Anthony J. Bradley, Mark P. McDonald

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Anthony J. Bradley, Mark P. McDonald : The Social Organization: How to Use Social Media to Tap the Collective Genius of Your Customers and Employees before purchasing it in order to gage whether or not it would be worth my time, and all praised The Social Organization: How to Use Social Media to Tap the Collective Genius of Your Customers and Employees:

3 of 3 people found the following review helpful. Clear path to capitalizing on mass collaborationBy Douglas LaneyThe Social Organization by Gartner analysts Anthony Bradley and Mark McDonald is a groundbreaking

business book that's a must-read for any executive--not just marketing types. The authors lay out a clear path to sustainable high-value mass collaboration initiatives. They illustrate how dozens of organizations have done social media/collaboration right and how any organization without such a program is going to quickly wither. The book lays out rationale for such efforts including collective intelligence, interest cultivation, relationship leverage; and the many interwoven keys to mass collaboration sustainability. Also standout are the sections on how to purpose-build mass collaboration initiatives, manage risks, and what are the requisite technology capabilities depending upon purpose. In addition, the authors' 6-Fs attitudinal model also helps explain motivations from a participant (user) perspective, thereby enabling collaboration managers to guide participation uptake. Social media isn't just for kids anymore, and this book is a clear guide for any organization (big or small) to reap its rewards. 7 of 7 people found the following review helpful. Organizations as collaborators ... not just groups

By Tom Sales
Organizations know they need social media to get their communities collaborating, but how to do it? Much has been written about the technology of blogs, wikis, forums, etc. and how the future of the Web--already here--is dialogue rather than one-way messaging. But what makes *The Social Organization* interesting and somewhat unique is its concentration on community-building across an organization and not just with single, standalone groups. It avoids considering collaboration as an office politics issue but instead considers the value of collaboration in accomplishing business objectives. In combination with other things I've read, the book shows that you have to pay attention to three things simultaneously. You need:

1. A group dynamics focus to help individual groups to be successful in their individual initiatives.
2. A technology focus to provide the right platform and applications that motivate participation.
3. And what this book points out -- an organizational focus on how all of those groups solve problems in tandem to empower employees and customers who want--and increasingly demand--to be heard.

For me, the high point of the book was its discussion of purpose and the idea that a group's purpose evolves as the community and its individual members grow and encounter new opportunities. Bradley blogged that Facebook strives to keep people in touch, Wikipedia to build an online encyclopedia, and LinkedIn to do career networking. These purposes sound so obvious and so easy to identify, but when growing your own communities such purposes take a long time to emerge. If it were easy, everyone would have collaborative cultures rather than the 10% the authors claim. With books like *The Social Organization* it should get easier to see what motivates successful collaboration and give companies and institutions a better roadmap for engaging their people. 0 of 0 people found the following review helpful. It's not cooked spaghetti

By Charles Thrasher
"Enterprise social networks will become the primary communication channels for noticing, deciding or acting on information relevant to carrying out work," the consulting company Gartner claims in a press release, but "80 percent of social business efforts will not achieve the intended benefits due to inadequate leadership and an overemphasis on technology." Enterprise social is important but for the next few years most companies won't get it right. The authors of *The Social Organization* categorize stages of engagement with enterprise social. Most companies range somewhere between folly and flippant with fearful holding the middle ground. At best they don't prevent employees from forming collaborative communities but they ensure the failure of those communities by not providing leadership and resources. Without the power to execute upon the innovative solutions derived from their collective intelligence, those communities become irrelevant and wither. Enterprise social networks aren't like cooked spaghetti. You can't throw them against the wall and expect them to stick. Ironically, spontaneity requires planning, persistence, faith, hard work and more than a few dollars. The end result, however, can be communities that solve thorny business problems with innovative solutions. At least as valuable, I think, is the potential impact on employee engagement and retention. Enterprise social networks have the potential to change the way we work and the way we relate to one another at work. Considering the staggering number of disengaged employees, the alienation, emotional pain and loss of productivity, some change is desperately needed. *The Social Organization* isn't about marketing with social media. It won't help you sell widgets using Twitter. But it is a topographic map of the social landscape inside companies. It will help you ask the right questions. Without those questions you'll never find your way across the terrain. You'll be lost among the 80%.

As a leader, it's your job to extract maximum talent, energy, knowledge, and innovation from your customers and employees. But how? In *The Social Organization*, two of Gartner's lead analysts strongly advocate exploiting social technology. The authors share insights from their study of successes and failures at more than four hundred organizations that have used social technologies to foster and capitalize on customers' and employees' collective efforts. But the new social technology landscape isn't about the technology. It's about building communities, fostering new ways of collaborating, and guiding these efforts to achieve a purpose. To that end, the authors identify the core disciplines managers must master to translate community collaboration into otherwise impossible results:

- Vision: defining a compelling vision of progress toward a highly collaborative organization.
- Strategy: taking community collaboration from risky and random success to measurable business value.
- Purpose: rallying people around a clear purpose, not just providing technology.
- Launch: creating a collaborative environment and gaining adoption.
- Guide: participating in and influencing communities without stifling collaboration.
- Adapt: responding creatively to change in order to better support community collaboration.

The Social Organization highlights the benefits and challenges of using social technology to tap the power of people, revealing what managers must do to

make collaboration a source of enduring competitive advantage.