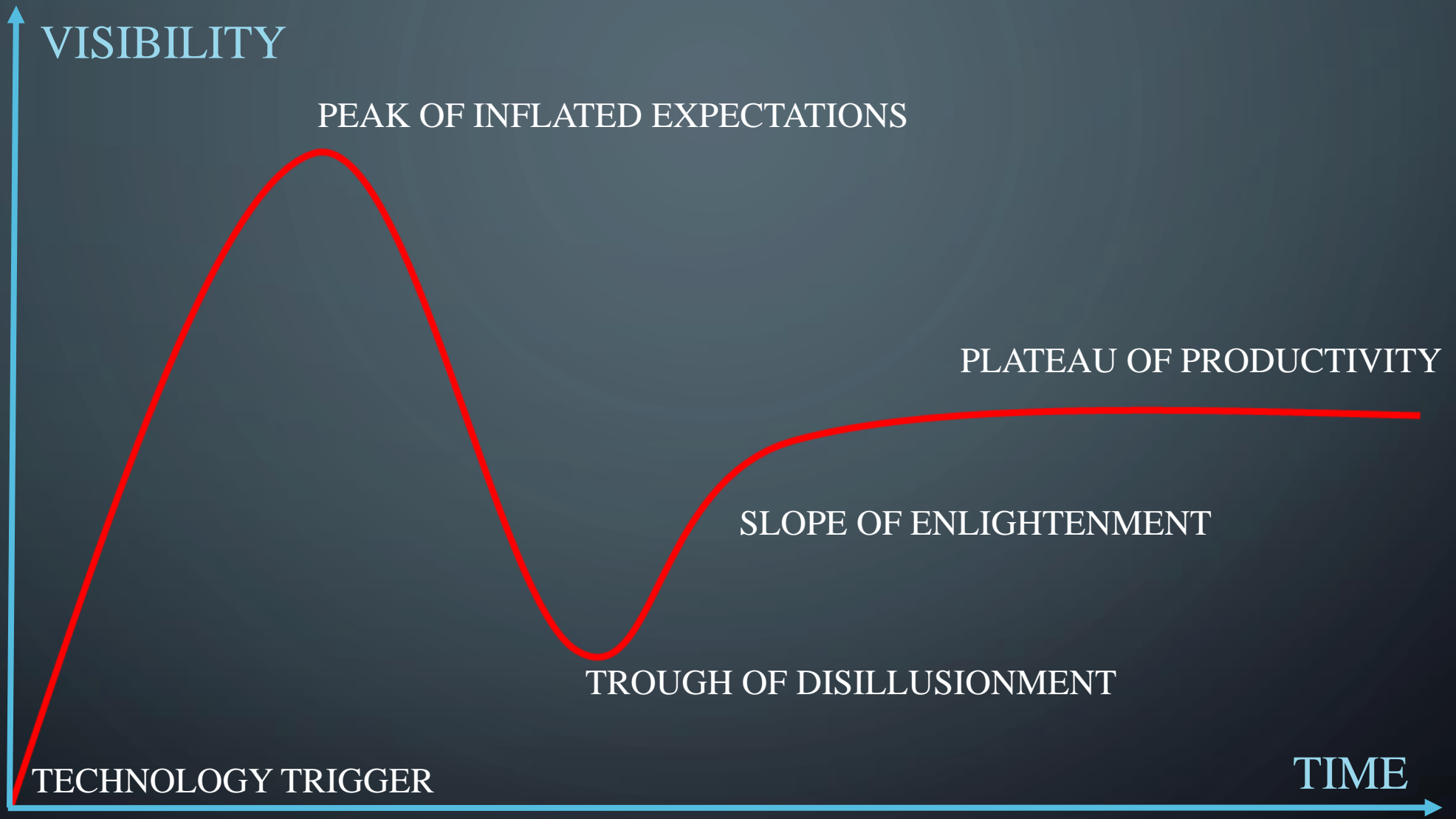




THE HR DIGITAL CHALLENGE

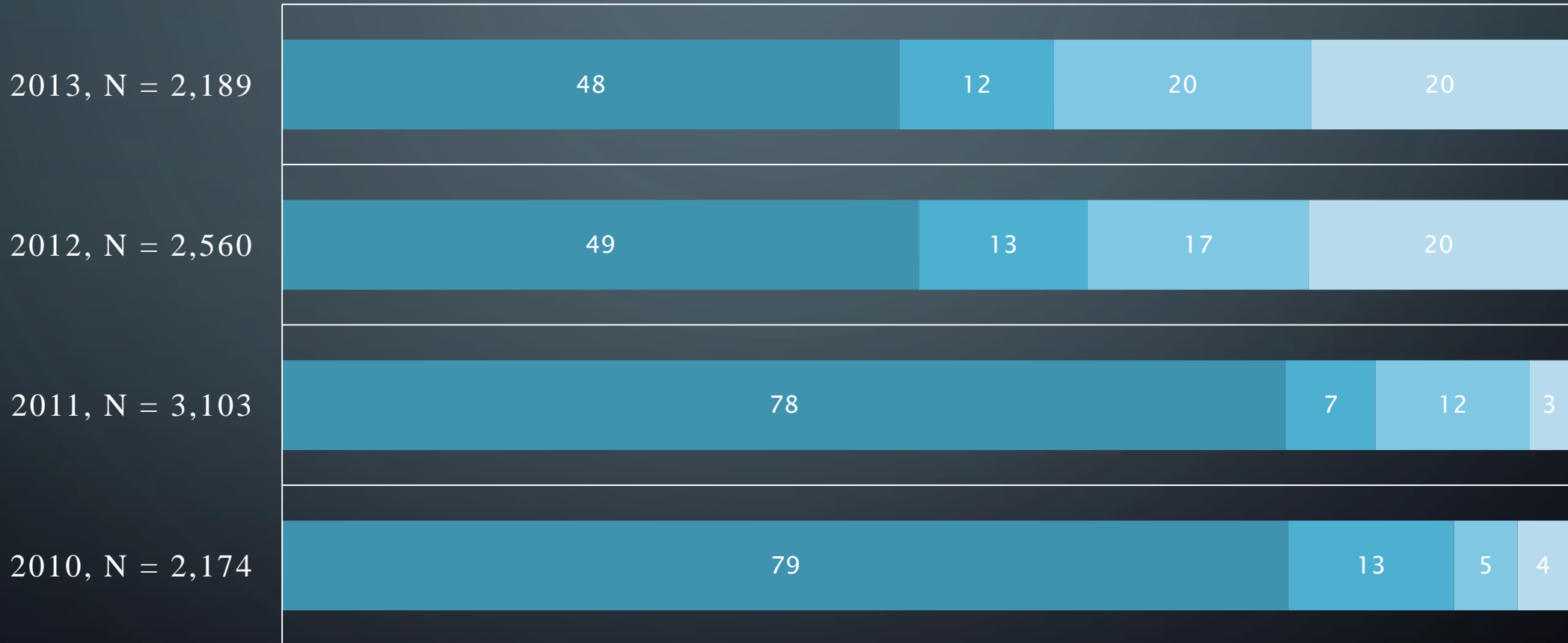
AN INTERVIEW WITH STEFANO BESANA



«Organizing for change through social technologies» McKinsey

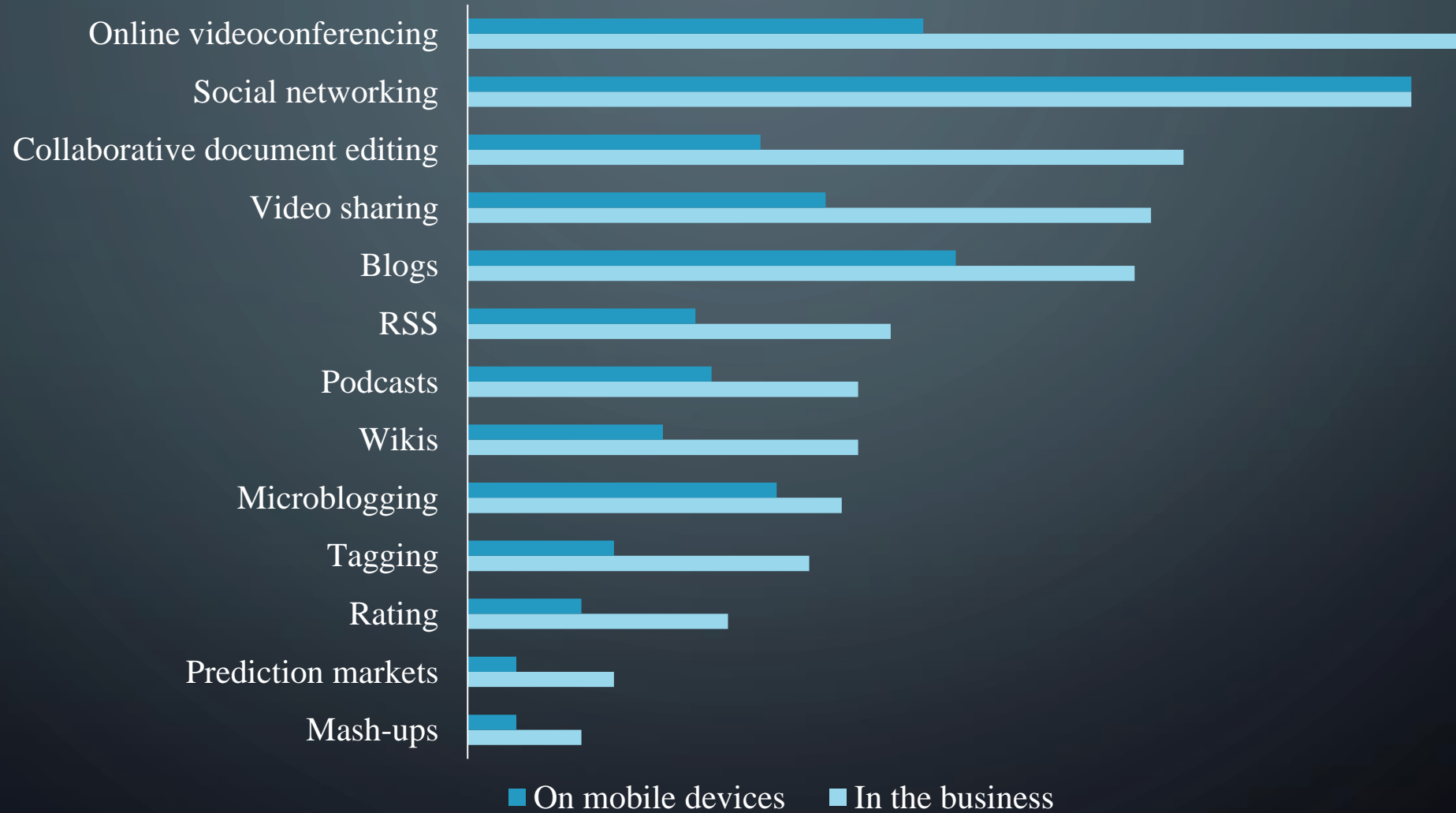
DISTRIBUTION OF ORGANIZATIONAL TYPES

■ developing ■ internally networked ■ externally networked ■ fully networked



Figures may not sum to 100% because of rounding

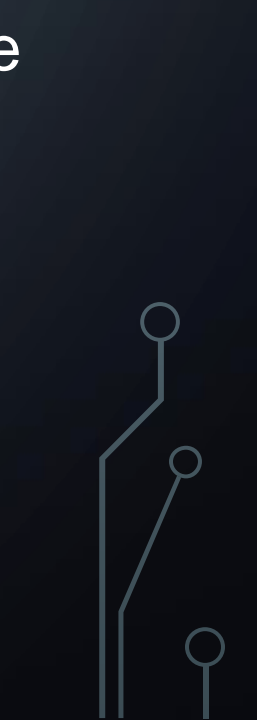

SOCIAL TOOLS AND TECHNOLOGIES CURRENTLY IN USE





Social Collaboration

A set of strategies, processes, behaviors and digital platforms that enable groups of individuals inside the organization to connect, interact, share information and work towards a common business goal.



The HR function has a role to play in encouraging a less autocratic, more collaborative approach to leadership, introducing new performance management processes and bringing the organization along.

IBM; The Customer-activated Enterprise - Insights from the Global C-suite Study



A portrait of Stefano Besana, a man with dark hair and blue eyes, wearing a dark blazer over a striped shirt. The background is a light, neutral color with decorative blue circuit-like lines in the corners.

Stefano Besana

- ✓ Digital & Social Business Consultant
- ✓ Invited Lecturer and Professor at *IED Milano, PoliMi, Sole24Ore, Catholic University, Young Digital Lab.*

Intuition



#WCAP

WORKING CAPITAL **ACCELERATOR**

2010 *“Social network and Learning”*

A man with dark hair and blue eyes, wearing a dark blazer over a striped shirt, is looking directly at the camera. The background is a plain, light-colored wall. There are decorative blue line-art graphics in the corners of the slide, resembling circuitry or data paths.

Proactivity

Anticipatory, change-oriented and self-initiated behavior in situations.



Social collaboration as a strategic topic

- ✓ More focus on business needs
 - Training and Education
 - Retention of high-potential employees
 - Knowledge sharing
- ✓ A more collaborative culture
 - E-learning 2.0



46%

of companies believe that “customers will ultimately leave us” if they fail to embrace digital.

57%

have operating models that do not facilitate digital.



Social Collaboration Survey 2013

by Stefano Besana and Emanuele Quintarelli

The first quantitative study on the maturity level, the potential, the barriers and successful strategies for Social Enterprise initiatives.



Social Collaboration Survey 2013

by Stefano Besana and Emanuele Quintarelli

Analyses connection, communication, motivation and sharing dynamics among employees to surface the business potential, barriers and acceleration factors towards a new idea of firm.



Social Collaboration Survey 2013

Efficiency, coordination and reuse are the drivers

43% Improving internal efficiency

30% Improving coordination and team work on projects

40% Enabling knowledge circulation and reuse



1. Culture and pervasive understanding still missing

Knowledge is power



Knowledge was power

Sharing knowledge is power



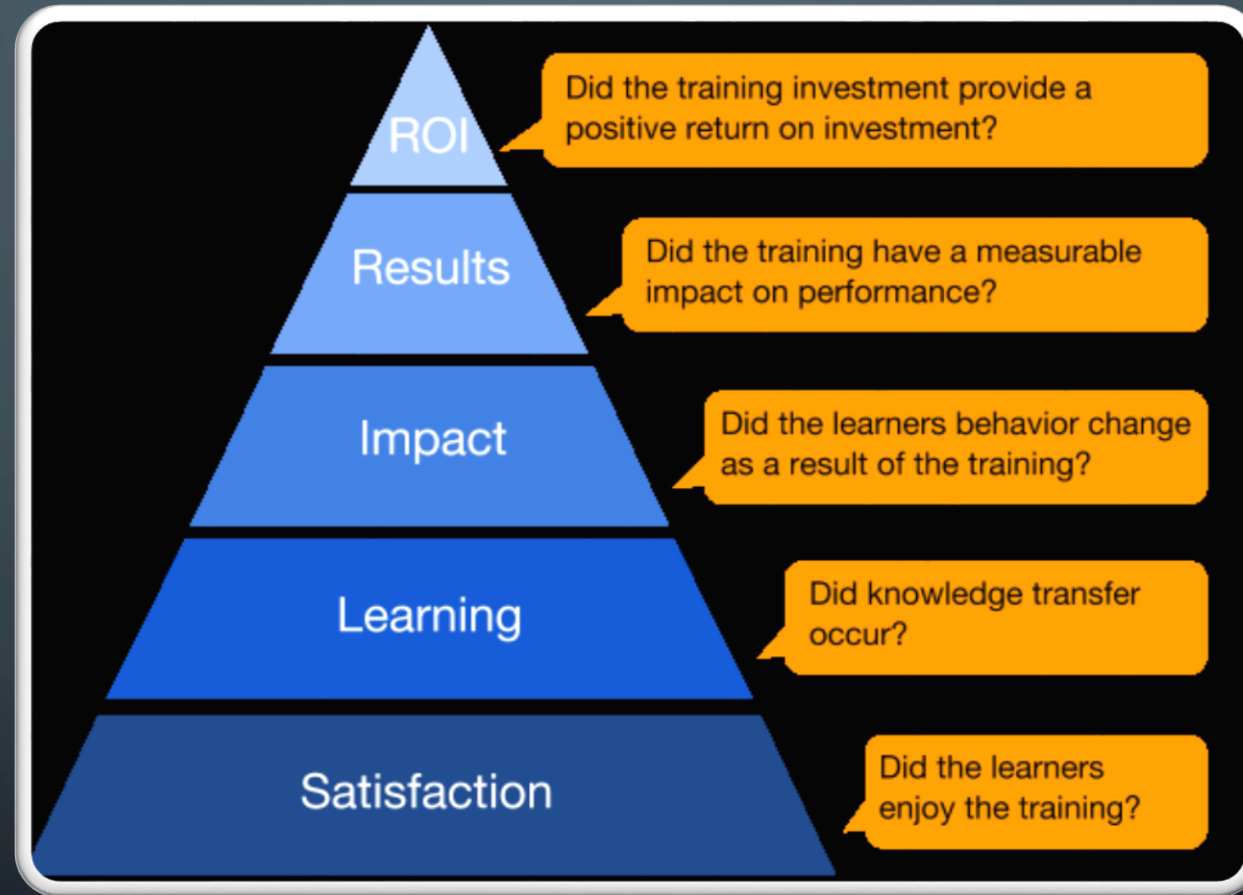
2. Measure to ROI

Measurement is correlated to success.

49%

The most clear resistance in the large company is the difficulty of measuring the return on investment or the impact of intangible benefits.

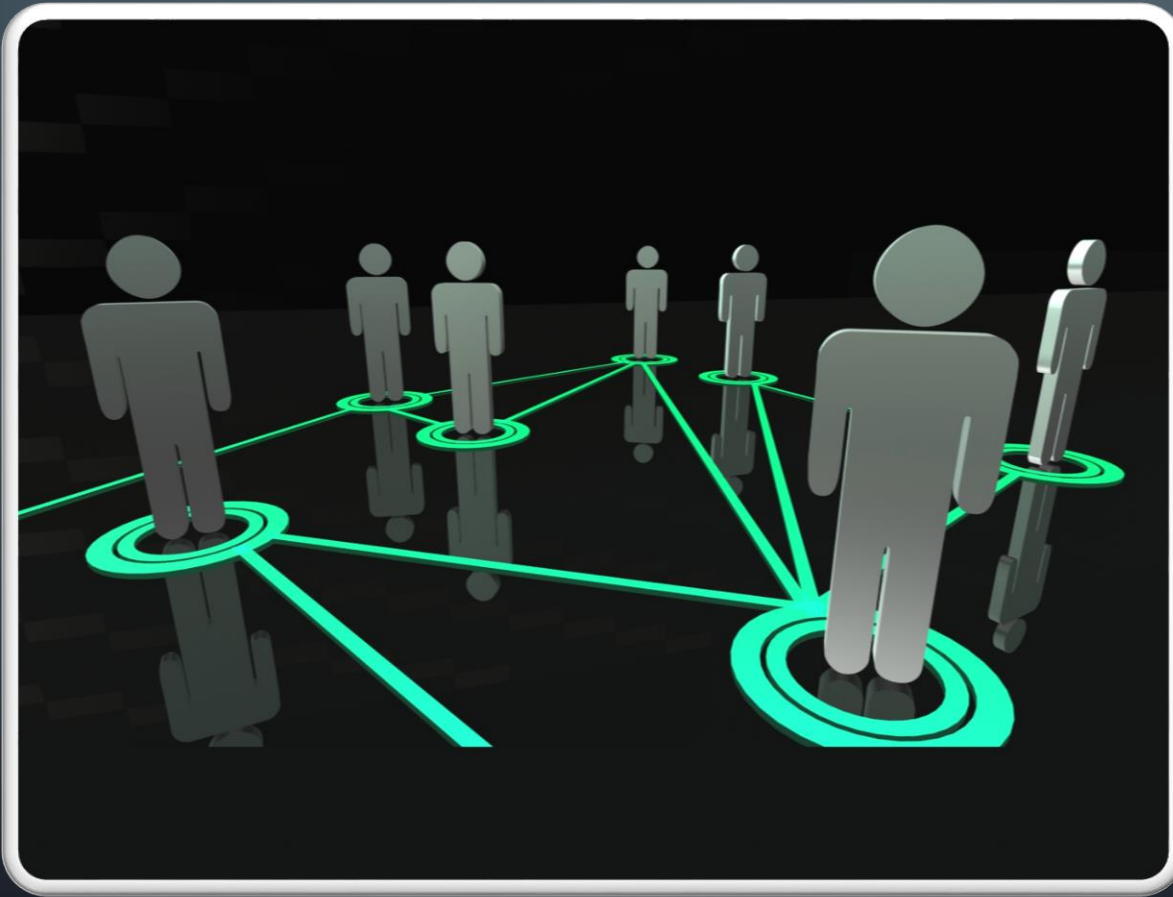
Revisiting kirkpatrick's four-level model



Satisfaction

Did the learners
enjoy the training?

Social and Organizational Network Analysis



- ✓ Analysis of individual and group engagement and media use, and community-based problem solving
- ✓ Making patterns of information flow and collaboration visible

3. Engagement through Gamification

Use of game thinking and game mechanics in non-game contexts.

- ✓ Engage users in solving problems
- ✓ Improve return of investment
- ✓ Brainstorming to produce new ideas





THANK YOU FOR YOUR ATTENTION!

Francesca Carrino

Marica Di Marino

Giulia Sinito

Iolanda Tartaglia

Luca Trincherro