








YAMMERGUIDE.COM

THE COMPLETE GUIDE TO YAMMER

HOW TO MAKE YOUR
NETWORK A SUCCESS



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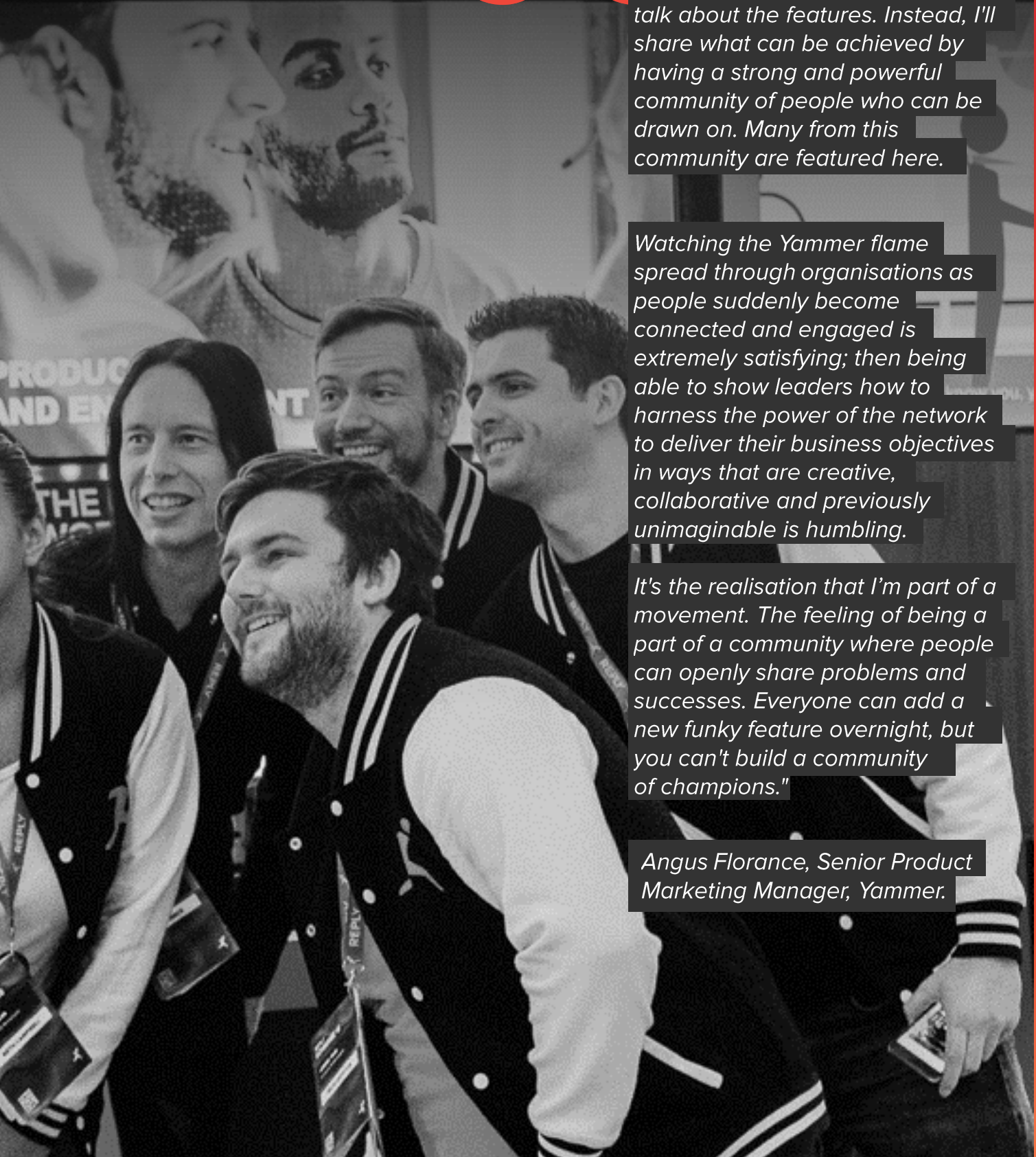


If you ask the question "what is so special about Yammer?" I won't talk about the features. Instead, I'll share what can be achieved by having a strong and powerful community of people who can be drawn on. Many from this community are featured here.

Watching the Yammer flame spread through organisations as people suddenly become connected and engaged is extremely satisfying; then being able to show leaders how to harness the power of the network to deliver their business objectives in ways that are creative, collaborative and previously unimaginable is humbling.

It's the realisation that I'm part of a movement. The feeling of being a part of a community where people can openly share problems and successes. Everyone can add a new funky feature overnight, but you can't build a community of champions."

Angus Florance, Senior Product Marketing Manager, Yammer.





INTRODUCTION



“Productivity is the engine of human progress - it is what propels our society forward. The promise of technology is to help us get more done, with less effort.”
Satya Nadella, CEO, Microsoft.

Yammer is a private enterprise social network connecting all areas of your organisation. A key part of the Office 365 suite of tools, Yammer is continually being improved and invested in by Microsoft. It's aim: to provide a platform in which your users can share ideas, knowledge and information - making your team more collaborative no matter where they are in the world. Utilising features such as Yammer networks and groups, activity feeds and messaging will see your organisation become more globally connected than ever. And... as you'll see it can be quite a lot of fun!

We've seen that when people are comfortable with sharing their work in open and transparent ways, like Yammer allows, organisations see real business transformation. Knowledge and information is allowed to flow freely from team to team in a way that email and chat don't accommodate.”
Steve Nguyen, Yammer Product Evangelist at Microsoft.

YAMMER WORKS. It really does! How do you make it a real success for your organisation?

There's so much stuff out there written about Yammer. The blogs are everywhere! From someone telling you the top 76 ways to get the best from Yammer while handing out Yammer-themed cookies, to the 397 things not to do when you launch a Yammer network - it can get confusing. That's why we've written this guide. We've collected the best case studies and worked with our expert partners to give you the information that matters.



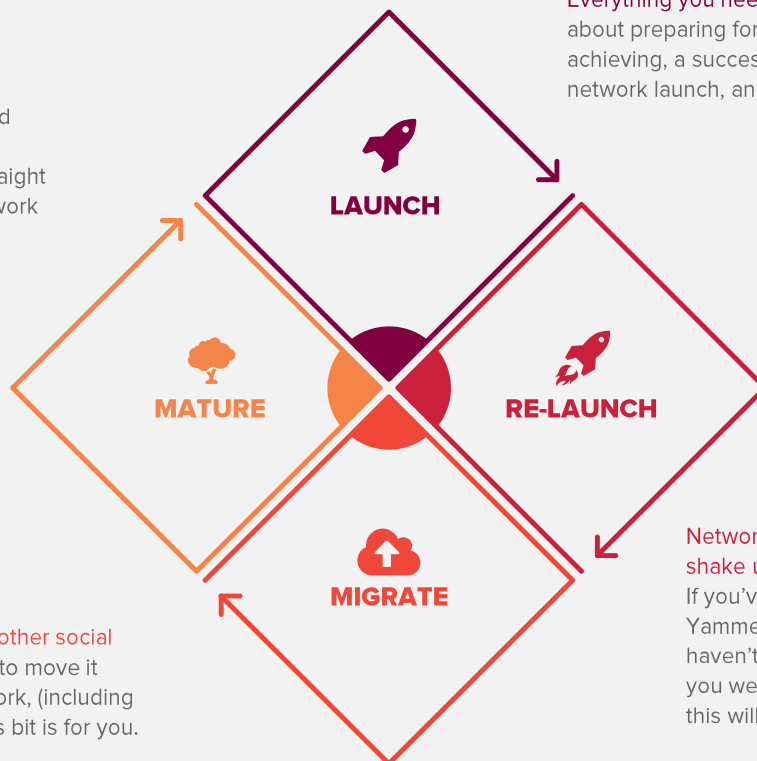
WHAT DOES YAMMER SUCCESS LOOK LIKE?

“When teams, groups, and communities use Yammer consistently, it becomes a vibrant place where people share knowledge about their work. Where people learn from someone they didn't know before.

Separated into four topics, **LAUNCH, RE-LAUNCH, MIGRATE AND MATURE**, you can either read the whole thing, or dip into the area that's right for you. Each section works as a standalone piece, we know you're busy.

A mature network is your ultimate aim. A co-owned goldmine of knowledge, enabling people to get and share information, ideas, answers and expertise straight away. If you feel your network is ready for this, read on.

Everything you need to know about preparing for, and achieving, a successful network launch, and beyond.



Network need a bit of a shake up? If you've been using Yammer for a while but haven't got the results you were hoping for, this will help.

If you've got content on other social platforms and you'd like to move it onto your Yammer network, (including Yammer to Yammer), this bit is for you.

You'll see the themes below popping up throughout this guide. That's because getting these right is absolutely crucial to your success.

OVERARCHING THEMES



SOLVING BUSINESS PROBLEMS

using Yammer, everything must link back to a genuine business objective.



EXEC ENDORSEMENT

support from the top isn't optional.



TRAINING

everyone should be able to access materials to understand how to best use their network. Yammer is intuitive, but not for everyone, and not in every situation.



COMMUNICATIONS

help people through the change and share your successes.



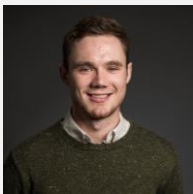
A NETWORK OF YAMMER CHAMPIONS

having lots of different voices advocating Yammer means you'll be inclusive and can cover more ground.

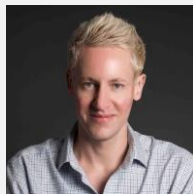
TELL ME ABOUT THE AUTHORS

WM Reply is an experienced digital consultancy, specialising in Microsoft technology and particularly strong in Office 365 (which includes Yammer). It is recognised as a leader in these fields, is a Microsoft Gold Partner and the only Yammer Adoption Specialist (YAS) Consultancy in Europe.

WM works with some partner companies to cover everything an organisation might need when using Yammer. SWOOP Analytics and tyGraph analytics provide organisations with the insights they need to make Yammer work. Wiretap keeps things secure, and helps to provide governance, and Sideways 6 are experts at using Yammer to harness employee ideas, manage these and surface the best ones.



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INTRODUCTION



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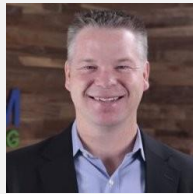
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Head of Internal Communication, Route Businesses, Network Rail



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Intranet Specialist, Rolls-Royce

HOW DO I KNOW WHICH SECTION IS MOST RELEVANT TO ME?

Have a quick look at the descriptions at the start of each section to see what feels right.

LAUNCH

If you haven't used Yammer yet, or it's very early days for you, go with the Launch section (along with Migrate, if you need to do that).

MIGRATE

The Migrate section speaks for itself, you'll either want to move content from other social platforms onto your Yammer network or transfer content from other Yammer networks onto yours. (Or you could be moving existing Yammer content to the new European Data Centre.)

RE-LAUNCH OR MATURE?

SWOOP's 2018 Yammer benchmarking report suggests that if you have more than 36% active users (users who have commented, liked or replied to content), you're pretty average. The most successful Yammer networks have more than 50% active users. It's probably a good idea to think about Maturing your network if you sit towards that 50%. Much lower and you might need to consider some Re-launch activity to get some new recruits onboard first. You'll see we've talked about this in the Re-launch section.







LAUNCH

Feeling ready for some Yammer action? Excellent. Let's talk.

MAKE A CHECKLIST

Taking the time to launch your Yammer network, well, with the right plans and people in place, means you're much more likely to succeed. It's too easy to simply turn on Yammer and hope that people will use it. But easy isn't always best. You're building something extremely valuable; make sure you've got everything in place to do it well, not just a crinkled to-do list on your desk that says 'Do Yammer!' and 'Buy Cheese!' written on the back of an old receipt.

WHAT'S YOUR STRATEGY?

You and your colleagues need a clear strategy so everyone understands how Yammer will help their day-to-day job. When pulling this together, think about the main reasons you're launching your network – to engage employees and to drive your business objectives. You'll need a vision statement - this explains how Yammer will support your organisation's core values and drive your top initiatives.

Make sure that your Yammer strategy sits within your overarching Office 365 strategy to give it context. This helps you to develop your thinking around 'which tool when' and will link everything back to solving a business problem.

MAKE IT MEANINGFUL.

"When we work with organisations to help them develop their Office 365 strategy, it always starts with business problems, not the tools on offer." Katie McCallum, Senior Consultant, WM Reply explains. "That way, we're able to see how Yammer helps to address some of these issues, and drives business objectives. Everyone's Office 365 journey is different, but every organisation needs to give clear scenario-based messaging on which tool to use for specific tasks or problems."

GET YOUR STAKEHOLDERS ON BOARD (INCLUDING YOUR LEADERS!)

Make sure you have the right people helping you to launch. Having key stakeholders in your exec, IT and comms teams is vital in creating excitement, sharing information and supporting with ongoing promotion. Make sure you've got people who can get things done and are advocates from the start. If you forget everything else – remember this one.

Leadership buy in isn't optional. You need someone at the top showing people this is a valuable way to communicate and collaborate. You also need that person to be getting their peers onboard to have a wider impact across your organisation. But what if you don't have this buy in?

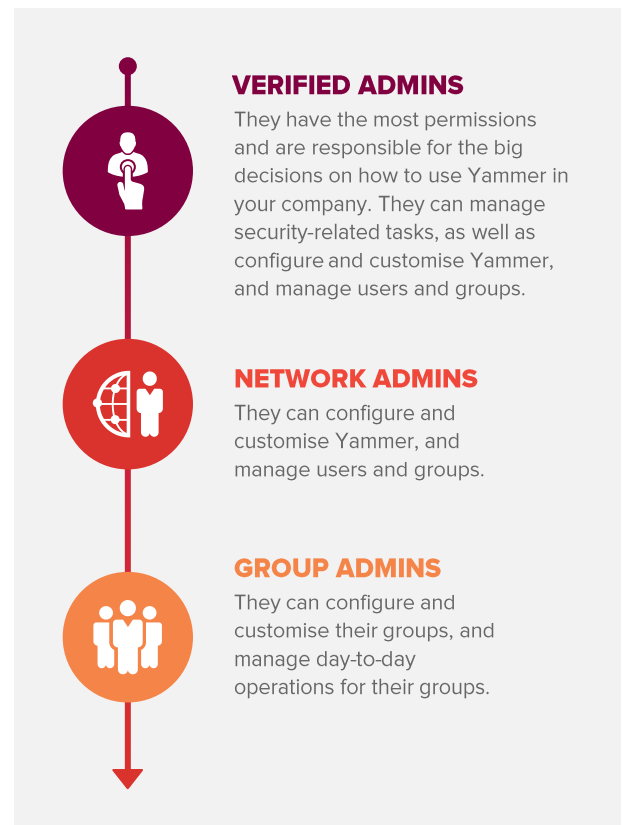
Not to be rude, but, have you really tried? You might need to spend a bit of a time, one on one, showing your exec what Yammer can really do. Work out how to link it to a business objective that's a real concern for them, and show them the tangible benefits Yammer will deliver. Don't be afraid to link this to their personal responsibilities and objectives.

CREATE YOUR YAMMER USAGE POLICY

Users need to know why your organisation is using Yammer, and what they should use it for. Giving clear, friendly guidance on what to do and what not to do is essential. You'll find a guide to setting up your network at the end which includes advice on how to write and share your usage policy.

ESTABLISH ROLES

Think about who is going to help you administer Yammer across your organisation. Microsoft describes these different admin roles as:



Which are the key groups in your organisation needing extra support on Yammer? You'll see that Diageo worked with Communications Managers in each of their geographies to give them the training and knowledge needed to share information and advice across the business, before they launched.

Remember the importance of representation when establishing your network.

TRAINING THE RIGHT PEOPLE

Make sure you've trained the right people, before you launch. Make sure your exec, senior leaders and communications people have been given some TLC and know how to use the network successfully.

Think about other key teams that could do with some pre-launch training. Remember that process we said to replace with Yammer? Train a bunch of people specifically to showcase that ready for your launch. It's not cheating – it's getting your fresh-out-the-oven example-of-collaboration croissants presented nicely before you open the door to the Yamtisserie.

Finally, don't forget the PAs. There is no group of people more likely to help you get things done than PAs. Train them. Cherish them.

ONGOING TRAINING

Make sure everyone can access the training materials they need to get to grips with Yammer, and to develop their skills. This could be in person, or remotely. Most importantly, you need to provide an area of self service. Don't be afraid to use Microsoft's training materials and make them your own by using real life examples and groups.

Work with your onboarding team to ensure new joiners are signposted to relevant training as soon as they join the organisation.

COMMUNICATIONS

Clear, engaging, and well-timed communications that build towards your Yammer launch are essential. Think about how you'll tell the rest of your organisation about what's coming and make a plan.



PRE-LAUNCH COMMUNICATIONS

The primary objectives of these communications are to:

- Communicate your network vision to the organisation
- Tell users what is going to happen at the launch and how they can get involved
- Define for employees why this will be beneficial for them, and how you plan to train them on the tool
- Train the main players on how to use Yammer (execs, community managers, champions, etc.)
- Set up the Q&A forum within Yammer



AT LAUNCH COMMUNICATIONS

The primary objectives of these communications are to:

- Communicate leadership support of the new tool and the vision
- Train employees on how to use Yammer in general, as well as how to use Yammer for their specific roles
- Direct users to your Community Managers and to the Yammer Help resources available to learn more about Yammer
- Create excitement and engagement around the launch of the network
- Provide desk drops, create banners / signs / screen savers, blog posts, etc. that hype the Yammer launch



POST-LAUNCH COMMUNICATIONS

The primary objectives of these communications are to:

- Promote your network in ways that will reach and inspire employees
- Showcase your network to leadership for increased visibility and support
- Provide additional training to employees who want to learn more
- Develop and grow your champion community
- Plan engagement events to maintain momentum



LAUNCH

Use your existing intranet (or digital channels) to share your Yammer plans. Arrange for your exec to communicate directly with the organisation explaining what it means for them and the opportunities it brings. Consider running a few live events in your offices using your network of champions. Continue to communicate post launch on successes, reminders of 'why Yammer' and next steps.

If you are running live events, think about how to make them really appealing. A photographer to take profile pictures? A screen showing a live feed of one of your most engaging groups? People on hand to talk about key ways Yammer is making things better? And snacks. Don't forget the snacks.

Think about your colleagues as individuals, possibly all at different stages of acceptance of Yammer, not an homogenous group.

SETTING UP KEY YAMMER GROUPS

It's probably worth spending some time setting up key groups before you launch, to avoid everything ending up on the all company feed - perhaps your key markets, or functions? Only you will know what's best for your organisation. Think about how you'll integrate your new network to your existing network. If you're pulling a feed through onto your intranet, you may want to set up another global group rather than just pulling through the no man's land of 'all company'.

RUNNING A USEFUL PILOT

Do you need to run a pilot? If you feel you need to do a bit of a temperature check, or just want to check you've got everything set up correctly, trying out Yammer with a select group before rolling out to the wider organisation can be valuable if you do it properly.

There's little or no value in running a pilot with a group that already collaborates on a daily basis – your Yammer project group, for example. Make sure you include people who are based in different locations, in different functions, and for whom collaborating together using Yammer would genuinely be a win. Work with these people to find out what information they need to make it work well for them, what communications would have helped, what training materials they lacked and what kind of campaigns via Yammer would have really facilitated their understanding and use of the tool.

HANG ON, WHAT ABOUT MICROSOFT TEAMS? HOW WILL THAT WORK WITH YAMMER?

They compliment each other! Have a look at this diagram.

USE CASES



WHO ARE YOU TALKING WITH?

You probably don't know everyone

You know most people on the team, everyone is invested

BEST FIT WORK SCENARIOS

Culture-based & corporate work

Task-based & team behaviour

MESSAGE URGENCY

Less urgent

More timely and imperative

THREAD LIFESPAN

Days or weeks

Hours or days



Yammer doesn't require a lot of IT administration and is incorporated into the Office 365 admin portal. It's not going to be much extra work from an IT perspective."

Imagine you're working in HR and need some information from within Finance. Posting your request within your Yammer network (in a Finance Yammer group if you have one) means you're able to get what you need without knowing exactly who to go to. Teams is set up to enable communication and collaboration with people you already work with frequently. Often used within a department or a project team, Teams can be used to work with these people on joint projects, typically with a lot of interaction day in, day out.

SECURITY AND GOVERNANCE

Wiretap, one of WM's partner companies, helps remove organisational red tape, allowing you to deploy and grow your network by addressing concerns from key stakeholders such as Information Security, Legal, Compliance and HR.

Aware, Wiretap's software, offers solutions for regulatory compliance, legal holds, eDiscovery, archiving, records retention, data loss prevention, monitoring and culture protection—capabilities that are not all natively available for Yammer.

Ultimately, Aware allows you to roll out Yammer within your organisation without having to worry about people misusing the platform. This means you'll be able to protect your brand reputation, detect hate speech or discriminatory conversations, respond quickly to issues as they arise and get a real insight into your organisation. You can protect what matters most - your culture.

In addition, the Wiretap team are experts at ensuring you're retaining the right amount of information, for the right amount of time; making sure you're compliant.

"Collaboration platforms, like Yammer, introduce an entire new ecosystem of data that most organisations haven't dealt with previously", Betsy Sewell, Wiretap's Director of Product Marketing explains.

"Organisations need to approach retention policies differently and consider the source. You may want to set a shorter retention policy for private messages, for example, than for conversations in a public group."

Their software can help you manage your retention for information and data within chat form, without disrupting people using it!

Wiretap also offers additional security measures, particularly for organisations in highly regulated industries.

REASSURING YOUR IT TEAM.

If your IT people are feeling less than relaxed about a new Yammer network, Steve Cummings, Vice President of Cloud Platforms, Valorem, shares some reassuring details:

"Yammer doesn't require a lot of IT administration and is incorporated into the Office 365 admin portal. It's not going to be much extra work from an IT perspective. There's a step by step guide provided by Yammer, to walk you through the setup process simply. Most of this you'll do as a network admin anyway.

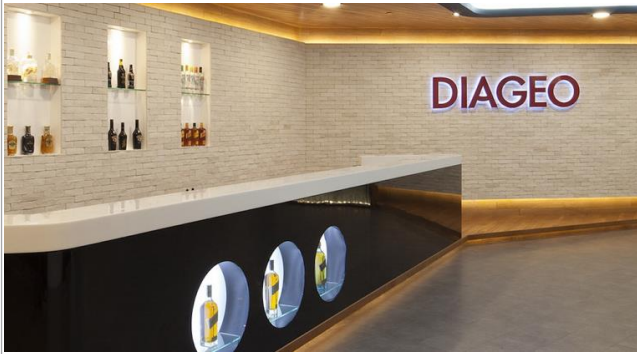
"Yammer uses the existing Office 365 Directory for authentication. Users can use Yammer without having to log in with a separate username and password, and they can quickly switch back and forth between Yammer and other Office 365 services including Outlook, SharePoint Online, and OneDrive for Business by using the Office 365 app launcher.

"Yammer Enterprise administrative tools help you protect your Yammer data and comply with evolving legal and regulatory standards, including GDPR.

"Yammer will also connect with and use Office 365 groups so that Yammer users can use SharePoint Online, document libraries, OneNote notebooks and Planner all from within Yammer without the need for additional administration or duplication of effort."



LAUNCH



CASE STUDY

Global drinks company, Diageo, worked with WM Reply to launch (and later mature) their Yammer network back in 2014. It's now one of Yammer's most active networks out there. So how did they do it?

EXEC ENDORSEMENT

Ruth Kirkup, former Employee Engagement Channel Manager for Diageo, knew that their network would never fly without exec sponsorship.

"It's all about getting your leaders to walk the talk", she explains.

Ruth and her team spent time with their CEO, Ivan Menezes to show him the impact Yammer could have on the business. Ruth explains;

"We showed him a live conversation happening on a Yammer group and how it all worked. He was impressed. He could see that by getting all our employees talking and connecting we can be a better performing company. He got it."

Even now, over five years later, Ivan still blogs to his Yammer group, 'Ivan Online' every Sunday night about his week. The communications team then pull a link to this post onto their intranet homepage for maximum exposure. If he can't do it for whatever reason, he finds a guest blogger to take his spot that week, usually another exec member. It can't just be all guns blazing at launch, it has to be consistent: Exec engagement with Yammer has got to continue and at regular intervals. As soon as Ivan posts, he's getting a response.

COMMUNICATIONS

"The temptation when you launch Yammer is to talk about Yammer, but really whatever is already important to the business should be the focus of your Yammer campaigns", explains Baxter Willis, Partner, WM Reply.

Diageo found topics and campaigns that were already engaging and started conversations about them on Yammer.

One such campaign, #LoveScotch, gave employees a voucher to go and buy themselves and a stranger a Diageo scotch, and to have a conversation about it. The marketing team asked people to upload their photos and comments on these interactions to Yammer, using the #LoveScotch tag. Thousands of photos and posts were made, spreading the excitement and fun around and creating a valuable bank of quotes and imagery. Brand advocacy went through the roof.



The #ProudOfWhatWeDo campaign invited employees to share examples of what they felt really proud of within Diageo. Over 3,000 employees got involved (more than 10% of the business) by posting their stories, insights, feelings and photos. The external comms team were able to cherry pick the most engaging posts and share these externally on Facebook, LinkedIn and Twitter, increasing Diageo's talent pool and engagement with those external to the business.

Surfacing these powerful stories, which may otherwise have stayed hidden within their market or team, was highly engaging for employees and helped to share and develop ideas and inspiration.



Diageo found topics and campaigns that were already engaging and started conversations about them on Yammer."



TRAINING

It's easy to think Yammer is intuitive for everyone, but that's not always the case.

Ruth knew that investing time in proper training was crucial. Before they launched, they trained all Communication Managers around the world as Community Managers and effective change leads for the tool. This was in addition to their day job, so the training had to be quick, effective and engaging.

Each Communication Manager was set up with their own Yammer group for their market and was given a simple toolkit to engage their people.

They also trained their top 120 leaders and their PAs on a one-to-one basis, with help from their in-market Communication Managers (already trained). It was essential to train the PAs too.

"We didn't want to become a bottleneck for questions", says Ruth.

"By training the PAs, we created another community of people who understood how to use Yammer and could answer questions on it."

In addition to these training sessions, Ruth and her team created a self-help area on their intranet, housing all their Yammer capability tools (including a scenario-based 'which tool when' document, to help with the common conundrum - when to use Yammer versus Teams, etc). They worked with their in-house training team to develop simple training videos and decks, and also set up a Yammer group 'Yammer Training' as an area for users to post to with any questions or issues with the network. The Community Managers (aka the Communication Managers who had been trained in all things Yammer), and Ruth's team managed the response to that group initially, but as people got more confident using the tool, other users started to offer their advice and support.

ANALYTICS

For a while, Diageo used the out-of-the-box analytics Yammer offers, but after a while Ruth realised they needed to take it further and asked SWOOP to provide a deeper insight of consumption and engagement.

"We don't own the analytics," Ruth explains. "Anyone can login and see how they and the business are doing."

Not everyone looked at the data of course, so by surfacing stuff like the most talked about topics, the most popular conversations and top users and sharing these, Ruth was able to take Yammer to people who may not have been using the platform, tempting them with some juicy chat they may have been missing!

YAMJAM THANK YOU MAAM

To really get the conversations started on Yammer, Ruth and her team decided to run an epic YamJam (essentially an online conversation) over 32 hours, following the sun across their global markets. Each hour was assigned to a senior leader, including the exec, who started their session by asking a question, and starting a conversation they would then facilitate and keep moving. The YamJam, topic and leaders who would be involved were publicised prior to the event, and people could dip in and out as they wanted.

It was very successful. Over 32 hours they had a 417% increase in the number of messages posted and a 247% increase in active users compared to the previous week.

"You could really feel an energy... employees were talking about this YamJam," Ruth said.

"Some were still perhaps a bit cynical about it... but others were converted and were talking about how it made them feel more connected to the company."

You can find links to all the resources mentioned in this section on our dedicated Yammer resources site www.Yammerguide.com.



RE-LAUNCH

Don't feel like your Yammer's quite jammin'? If you've been using Yammer for a while, and think your network could do with a bit of a shake up, here's what you need to know.

Perhaps you've noticed that you're not getting the collaboration and energy you hoped for within your network. Or perhaps a previous team did an unsuccessful launch a few years ago and Yammer didn't get any traction. We hear this all the time. It's normal for Yammer to take a while to bed in. Every organisation is different and expecting people to change their ways of working instantly isn't realistic. However, like a low maintenance house plant you stick on a windowsill and ignore for a year and a half, watching it slowly wither away before complaining you 'can't keep ANYTHING alive', even Yammer needs a bit of loving, and there are relatively simple steps you can take to reinvigorate your network. Pruning included.

TAKE A STEP BACK

How are you really doing? What might look like a so-so Yammer network to you may be what another organisation would see as a big win. That doesn't mean you shouldn't aim higher, but do remember to recognise the success you've already had and the opportunity that gives you to build on. If you're not sure, you can assess where your network sits now, using our partners SWOOP Analytics or tyGraph's expertise.

"SWOOP's latest benchmarking report makes use of our collaboration benchmarking framework, which positions specific measures against stages in the network maturity: Platform Adoption, User Engagement, Connecting, Sharing, Solving and Innovating."

Explains Dr Laurence Lock-Lee, Co-Founder, SWOOP Analytics.

SWOOP's 2018 Yammer benchmarking report suggests that if you have around 36% active users (users who have commented, liked or replied to content), you're pretty average. Organisations in the bottom quartile have around 28% active usage. The most successful Yammer networks have over 50% active users.

"tyGraph's approach to knowing the value of your Yammer network is to move beyond the basic numbers and find actionable insights that validate your Yammer strategy, campaigns and initiatives," explains Dean Swann, Director of Product at tyGraph.

"We work with customers to focus on key measures that help you understand your current position and move your Yammer network forward. Those include the Measure of Active Engagement Score, identifying influencers and finding the most impactful conversations. Using these analytics, you can tell if your network is engaged, who is influencing collaboration, and where those key conversations are happening."



We work with customers to focus on key measures that help you understand your current position and move your Yammer network"

WHAT DOES SUCCESS LOOK LIKE TO YOU?

What's important to your organisation, your exec and to you? How is Yammer going to help you reach those goals? Linking your Yammer objectives to pressing and engaging business objectives is key to your success. It may be that since your original launch, things have changed and you need to adjust accordingly.

ENDORSEMENT FROM THE TOP

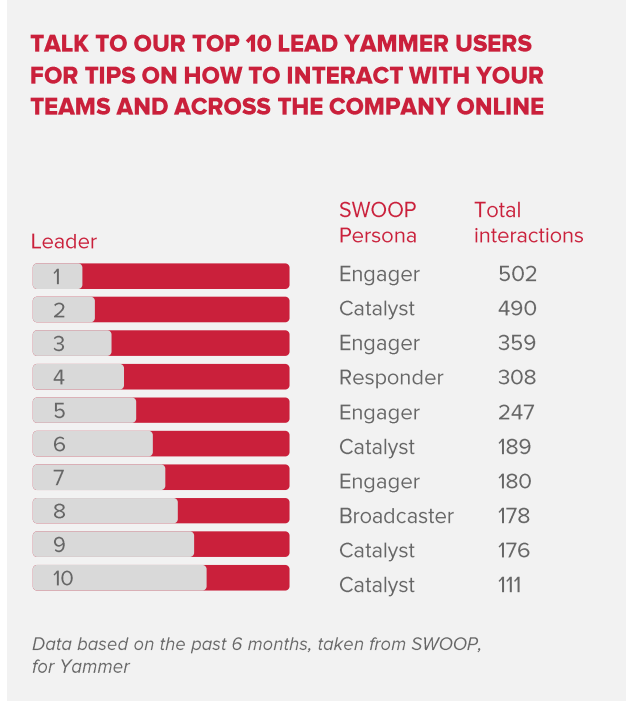
Has your leadership changed since your initial launch? Perhaps you had a CEO who was totally onboard with all things Yammer and now you have someone who's a bit 'isn't Yammer just Facebook wearing a suit? Can we just get on with the WORK?' Don't underestimate how important it is to get your leaders onboard. This isn't a one-off process. Even if your leadership hasn't changed, you need to make time to re-connect with the Big Dogs fairly regularly to make sure they are able to use Yammer, in some way, to meet their own business (and bonused) objectives. Help them see Yammer for the invaluable tool it is and give them the skills to use it, as its use evolves.

Need a new hook? There's nothing wrong with a bit of gentle competition...

"When one of the world's largest agriculture companies, Syngenta, held its global leadership conference in 2017, leaders were presented with a table showing their own personal level of interaction on the company's Microsoft Yammer network compared with their peers," Sharon Dawson, Director, External Relationships & External Communication, SWOOP, explains.



Each leader was ranked in order, with those regularly engaging with their team at the top of the list. They were looking at a benchmarking report from SWOOP Analytics, where all senior leaders' online behaviour on Yammer had been benchmarked against each other.



Seeing the data of who was best engaging with their staff had a big impact on Syngenta's leaders.



"Leaders came to us saying, 'How do I get to be a top user and a top engager?'," said Syngenta's Communications Manager, Global Engagement Programs, Melinda Schaller.

Melinda knew the best way to get staff collaborating and communicating on Yammer was to first get leaders on board.

"The No.1 way to get more people on board is by saying: 'Your leader is there, or your CEO is there, why aren't you?'" Melinda says.

TRAINING AND SELF-HELP MATERIALS

If in doubt of the importance of training, remember the old proverb: 'An employee trained in time, saves nine incredibly long email trails copying in 45 people instead of one dynamic Yammer post.'

Take a look at your training plan. Have you identified who your key groups, functions and areas of the organisation are and how you'll reach them?

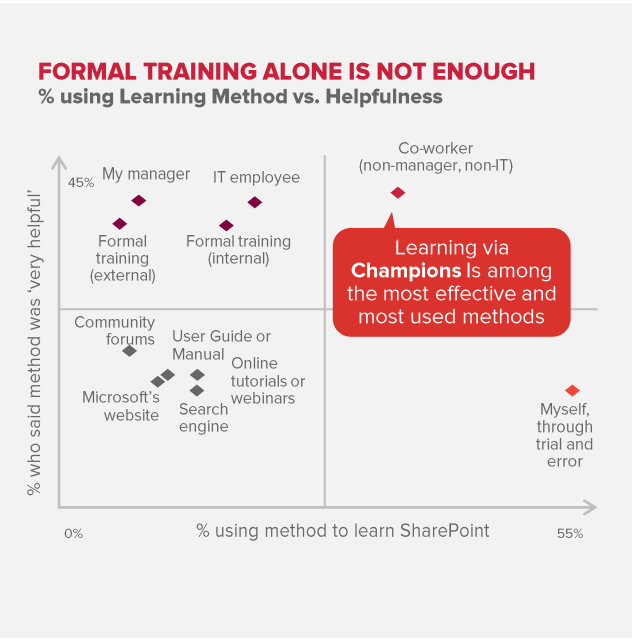
Then review your materials. If you can, think about developing some bespoke training to make sure that it really speaks to your colleagues. Using examples relevant to your organisation will be impactful and more engaging. Taking a bit of time to develop effective training materials people can access in their own time, or during existing team meetings will be helpful and capture more users. Give users the chance to help themselves - people learn in different ways and you need to cater to that.

"Make sure you tailor your training to your audience," says Charlene Cottle, Senior Consultant at WM. "You have a much better chance of getting people to listen if you make it relevant to their job role. If you're training a team that is fairly isolated and simply in need of something that helps them to stay connected to their team, show them how Yammer and groups can do that and provide some simple scenarios that will save them time and effort. Get their attention, make it relevant and close with something practical they can have a go at to get more out of the tool."

"Then keep an eye on the network to see how those teams are using Yammer practically. Use those examples when you're next training a team – it helps to show how teams are using Yammer, especially if you come across cynics!"

It's probably not physically possible for you to offer training support, yourself, to everyone throughout your organisation. Only Father Christmas could manage such a logistical feat, and even he takes 364 days to recover from his one night of ridiculous over commitment. You don't have that sort of time. You're going to need other people to help you roll out your training sessions and materials.

Training via your Yammer champions, or Yambassadors, isn't just about making logistical sense, it's also by far the most effective way to learn.





RE-LAUNCH



Every person in your organisation, in every location, needs to be able to access a local expert who can help give them the confidence to start using Yammer effectively. Invest time in training your Yambassadors and that training will cascade through your organisation.

It might now be time to offer different levels of training. There may be people more than comfortable with the basics and it's important to give them the more in-depth knowledge they may want.

EFFECTIVE COMMUNITY MANAGEMENT

“Ultimately Community Managers are responsible for delivering their organisation’s Yammer strategy, but they can’t do it alone. It’s important for community managers to not only model good community behaviours but inspire others, nurturing early adopters and influencers as Yammer champions to help grow the network.” Jaci Neal, Consultant at WM Reply explains.



Putting in the hard yards early by creating a formalised champion community will pay off in the long run.”

“Putting in the hard yards early by creating a formalised champion community will pay off in the long run. Yammer champions will help share the load and make Yammer relevant for their teams. Recruitment, upskilling and ongoing support and management of this community is imperative for long term Yammer success.”

If you’re using analytics to see who your biggest influencers are within your network, you’ll now also be able to target these key people for the best impact.

“RSA is a multinational general insurance company with 13,000 employees in 16 countries around the world. Employees were nervous about completely committing to Yammer for cross site collaboration, and in some cases would duplicate Yammer posts with a back up email”, Dean Swann, tyGraph Analytics, explains.

“The Community Manager used tyGraph to gather data from all the office Yammer groups. By plugging HR data into tyGraph, they could identify the key influencers who worked in each office. The Group Activity dashboard provided the measures that demonstrated the engagement strengths or weaknesses of each group. This helped the Community Manager to create a comms and adoption strategy that was unique to each office”

“The first office that went ‘all in’ with Yammer as their one-stop-shop for office communications, reported record group engagement levels two months after launch. Everyone in the office is supported by volunteer Yammer Champions who make sure everyone understands the basics.”

MAKE IT INTEGRAL

Sometimes it can be hard to know where to start as a user. A general directive to ‘use Yammer more’ can be as helpful as asking someone to ‘pass me the thingy in the drawer that’s good for the wotsit’. If your users are having to scratch their heads to figure out how to use your network, it’s not integral enough in your day to day operations. Make it as obvious and as easy as possible for people to get involved. Do your users have to switch between platforms to get to Yammer? Integrate your network into your intranet homepage, and other areas that are frequently visited.

KEEP IT REAL

We’ve said it before and we’ll say it again - you’ve got to connect Yammer use to tackling real business problems. Otherwise using the platform will just be another thing on a to-do list with no value attached to it.

Diageo, the global drinks company knew this.

With stock in warehouses all over the world, they often carry excess stock stuck in a country that may not need it at that point in time. This excess stock is called SLOBS, (slow moving and obsolete stock) and the sales team needed a way to move it, quickly, to where it was needed.

The team was set a challenge to reduce SLOBS by 25%. By setting up a natively named group on Yammer called the ‘SLOBS Swap Shop’, salespeople across the world could connect in search of stock they needed that could be being held as a SLOB somewhere else. Someone looking for Guinness in Chicago could post to the group and find out straight away that LA had an excess they could pass on. Previously this was done laboriously and ineffectively over email. The team met their target, saved money, and continued to drive Diageo’s collaboration to the next level.

If you can’t think of an all-singing all-dancing campaign, don’t worry. It doesn’t have to be big. Use Yammer to get rid of process. Every organisation can find a process that isn’t as quick as it should be, that can be better managed using Yammer. Baxter Willis from WM Reply explains,

“We use Yammer to share and fill our capacity to support clients during the week. Previously we were using another product to do this, but by using the tag #capacity via a Yammer group, we were able to stop paying for that and to communicate with each other quickly and easily. It was a quick win.”

REMEMBER WHY YOU’RE DOING THIS

When your partner insists on pointing out all the continuity errors whilst you’re trying to watch and enjoy the final episode of Luther, it’s important to take a moment to remember you are building a life together and therefore should respond with love rather than anger. Likewise, it’s important to remember why you’re spending all this time and effort giving your Yammer network some TLC. Take a moment to appreciate the opportunity reinvigorating your network gives you. Remember that helping your organisation to collaborate better and faster is incredibly valuable, and what you’re doing brings tangible benefits in many forms. But you knew that already right?

Something that’s often overlooked, is the huge boost Yammer can give to diversity and inclusion within organisations. Being able to communicate to your business more widely, and more importantly to listen and to be seen to act on this information, is hugely powerful and engaging.

When managed properly, Yammer is truly co-owned, and everyone has a voice. It’s time to hear from those who haven’t been heard from enough so far.

A BAD WORKER BLAMES THEIR TOOLS

When things don’t quite go to plan it can be tempting to blame the tool, (hello laptops flying out of windows everywhere). However, Microsoft is investing heavily in Yammer, with further improvements to come. SWOOP’s 2018 benchmarking report suggests Yammer is still the way to go:



“We have found significant improvement across almost all of our collaboration indicators from previous years. Yammer networks are still growing and maturing.” Dr Laurence Lock Lee, SWOOP.

“Eight of the nine performance metrics that are comparable with previous years showed stronger performance by, on average, an impressive 30%.”

In other words, Yammer gets better and better with time. Like a fine wine. Or some smelly cheese. (Let’s go with the wine analogy.)

PRUNING

See this as an opportunity to clean up your network. Remove unused and duplicate groups. Help users by clearing up the clutter so it’s easy to get to the good stuff. Check your Group Health, (tyGraph and SWOOP both offer great tools to do this) to quickly identify which can go. Don’t make the mistake of thinking that anything social is surplus to requirements.

“Any group that can connect staff in non-traditional ways, is providing a ‘work’ benefit in the long run.” Dr Laurence Lock Lee explains.



When managed properly, Yammer is truly co-owned, and everyone has a voice. It’s time to hear from those who haven’t been heard from enough so far.”



CASE STUDY – CONNECTING AT NETWORK RAIL

Network Rail’s Head of Internal Communications, Claire Grundy, shares how her organisation gave Yammer a boost, in preparation for the introduction of Office 365 in 2018.

“We had been using Yammer for years, it was a bit of a niche platform. Those who used it regularly loved it, but I don’t think your average colleague thought of it as a way to get stuff done.”

With fairly low engagement with Yammer, and Office 365 coming in, the internal communications team worked with WM Reply and Microsoft to develop a Yammer adoption programme.

WHY DO IT?

“Some of us had worked in other companies where Yammer was really flying, and we saw the opportunity to provide a useful platform to many colleagues who don’t sit in offices on laptops. This is a big organisation with nearly 40,000 people working for it. Not unusually, it can be pretty siloed. A flourishing Yammer network would mean our users could cut across organisational boundaries to push good ideas around the business, faster.” Claire explains.

“We also have a huge number of frontline workers, often working alone, who would get huge benefit from using Yammer to collaborate with co-workers. They’d previously been relying on WhatsApp. Yammer provided a better way of sharing issues, seeking help with technical challenges and confirming shift cover. It’s easy to use on mobile devices, and easy to share pictures and video. All of which was essential as the main way frontline workers were able to interact with it.”

“We also wanted colleagues to know how to use Yammer, and feel comfortable with it, when we introduced a new intranet. We had great readership and high levels of commenting on news stories on our previous intranet, Connect, and we didn’t want to lose the valuable ideas and comments when we moved to a new intranet.”

“Keeping it to 30 minutes was key in encouraging people to sign up. If a session crept beyond that magic half an hour we started to lose engagement and goodwill.”

KEEPING IT PERSONAL

“In a large organisation, it’s helpful to use personas to sell the benefits to colleagues whose needs are very different. By categorising our users into different personas, we were able to offer bespoke ways of getting on board with Yammer, depending on the way they already interacted with the platform.”

CAMPAIGN LEAD

Network Rail runs a lot of internal campaigns. By positioning Yammer at the heart of these, several campaigns helped boost interest in Yammer during the re-launch.

“One example was a Better Every Day campaign that challenged employees to share those niggling things that they’ve always thought could be done better, but never before had the voice with which to affect change. The campaign kicked off a company-wide visible scramble for self-improvement that left employees empowered in a better place to work and left the company with cost efficiencies and productivity improvements.”
Claire continues.

YAMMER ENGAGEMENT BY STEALTH

There’s no rocket science here. The communications team knew that the best way to reinvigorate a Yammer network is to find something that will help you achieve a business objective and work out how to use Yammer to facilitate a campaign.

Before you know it, you’ve got people engaged with Yammer, because they cared about your overall business objective and needed to use Yammer to get involved. It’s Yammer engagement by stealth.

SHOW ME THE DATA

“Being able to prove things were progressing and we were being effective was essential.” Claire explains.

“We worked with tyGraph who were able to provide us with quick and easy dashboards showing the uplift in traffic, and level of interaction on the platform.”

SO... HOW SUCCESSFUL WAS IT?

Network Rail saw an increase of about 8,000 users in a matter of weeks as a response to the campaign, and the platform has remained popular.

“We see people every day using Yammer to improve business delivery. Users collaborate on issues quickly and effectively. We try to put Yammer at the heart of our communication and campaign planning where appropriate.” Explains Claire.

WHAT’S NEXT?

“It’s never a job done. Even if everyone in the organisation is using Yammer and engaging with it, we look at what else they’re using – email being the most obvious – and think how can we change that? How can we ramp up the use of Yammer and Teams so that other tools become redundant?”

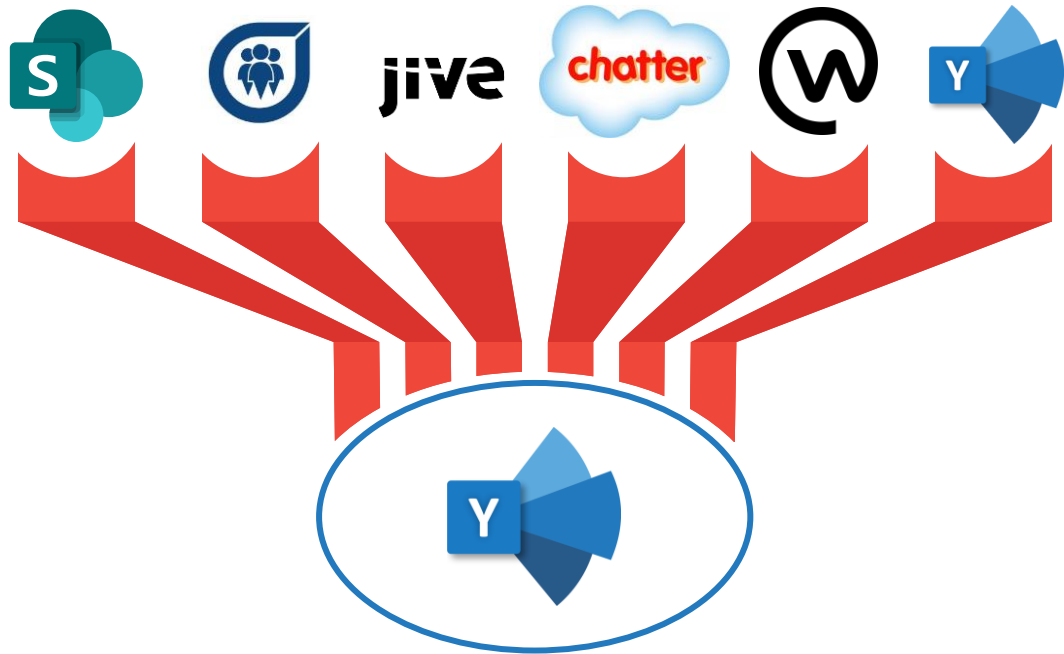
We need to look at our governance around creating groups, and clear up some that aren’t really being used. We have new people in the organisation who have joined since the adoption programme, and they may not immediately see the value in placing Yammer at the heart of our communications yet. It’s an ongoing process.”





MIGRATE

If you've got content on other social platforms and you'd like to move it onto your Yammer network, we can help (including Yammer to Yammer). WM's custom migration tool makes it as easy as possible to shift your social content onto Yammer and keep your most valuable conversations.



WHEN WOULD I WANT TO MIGRATE ONTO YAMMER?

Maybe your organisation has acquired another one with a different social platform, or perhaps you're separating elements of your business and need to divide your social content to reflect this. You could be migrating to Office 365 or be moving from other social platforms.

There's a whole host of reasons organisations may look at migration.

There are two main categories of migration:

1. Moving content from other social platforms onto your Yammer network
2. Transferring content from other Yammer networks onto yours

WM's migration tool does both.

NEED TO KEEP YOUR DATA IN EUROPE?

We can also help you move your data onto the soon-to-be-available European Yammer Data Centre (previously Microsoft was only able to offer a server in the US, causing regulatory or security issues for some industries based in Europe).

"As Yammer data has previously had to be stored in the US, using Yammer within certain industries like financial organisations, or governmental organisations, within the EU has been problematic for some", explains Alex Gibson, WM Reply's expert on all things migration.

"With our help, organisations will be able to move existing Yammer content from Microsoft's US data centre onto the European one."

TO MIGRATE OR NOT TO MIGRATE?

What's right for one business, isn't necessarily right for another. It's important to understand whether migration is the best option for you. As the famous quote goes (sort of): "to migrate social content or not to migrate? That is the question."

Migrating content may be the best solution for your users, but can be a significant project to undertake.

WHAT ARE MY OPTIONS?

<h3>STRAIGHT SWAP</h3>	<h3>PARALLEL RUN</h3>	<h3>MIGRATE</h3>
PROS	CONS	PROS
Fast Cheap Fresh start	Lose valuable content Negative perception Empty	CONS
		Confusion Duplication License cost?? Search Relax timelines Relax transition Read-only Self-migrate

When Diageo launched Yammer they decided to turn off their previous social commenting tool, Newsgator without migrating the content. Another client did a full migration to keep things easy and consistent for their users. Rolls-Royce kept their other multiple social platforms running alongside Yammer once it launched, and turned them off gradually, allowing users to make the shift slowly.

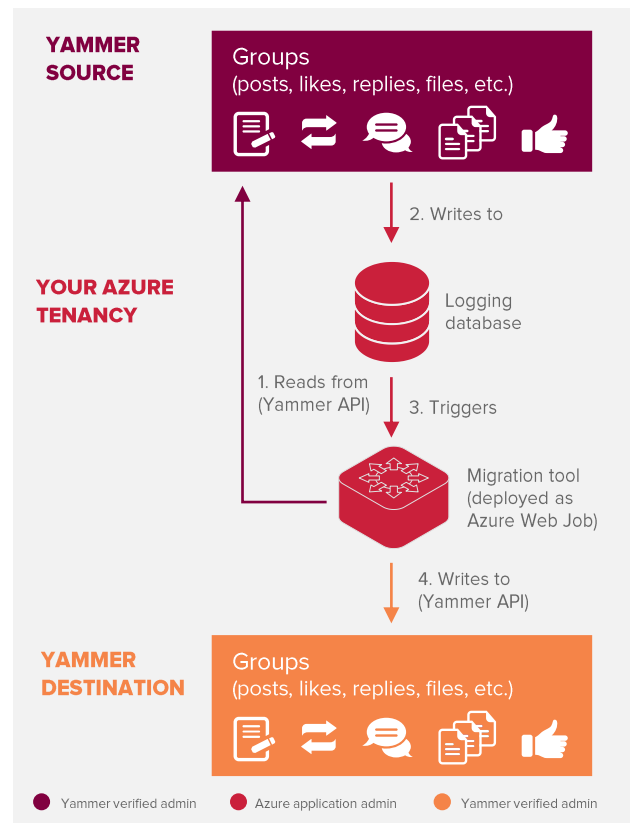
Of course, there will be some situations where migration is a necessity rather than an option. If your business is acquiring another one, for example, you may need to move content from one social network, or they may have another Yammer network that needs to move onto yours.

WHAT SOCIAL TOOLS CAN I MIGRATE CONTENT FROM?

Pretty much any you can think of! Previously we've moved content to Yammer from Jive, Chatter (Salesforce) and from other Yammer networks. But if you have another tool to migrate from, we can probably do it.

WHAT DOES A TOOL MIGRATION LOOK LIKE?

An automated migration, facilitated by WM, means that any content moved from other social platforms will appear on your Yammer network as if posted by individual users. We'll duplicate content (including attachments), permissions and groups.





MIGRATE

WHAT ABOUT CONTENT THAT DOESN'T FIT WITH YAMMER?

It might be that some of your content sits better on other Office 365 tools, and that's fine. We'll work with you to make sure we're not migrating content that should really sit within Teams, for example.

HOW DOES IT WORK?

We run a script which talks to the existing social platform we're migrating from to understand how much content we have to move.

The best migrations leave stuff behind.

We'd then work with you to create some migration criteria, to make sure we're bringing the right stuff across and leaving any irrelevant or duplicate content behind. For example, if we were moving custom SharePoint team site discussions over as Yammer groups, maybe we'd assume that only sites posted to within the last 12 months should be migrated.

We'll work with you to create an automated process that confirms with content owners the sites, groups and conversations they're happy to exclude from the migration. This is essential. We've worked with clients before who have used groups for very sporadic, but essential work, that would have been excluded from migration and lost had we not set up this approval process with content owners.

I'M FEELING A BIT TIRED EVEN THINKING ABOUT THIS. IS IT REALLY WORTH IT?

Migrating content can be a considerable undertaking depending on the size of your existing network. But there's also no doubt the huge impact having all of your users on ONE Yammer network sharing ideas can have. Not having everything all together ultimately means your search won't work as well as it should, and people will miss out on content that could make things better and easier. It'll be hard for new joiners to know where to go to find stuff or ask questions and can cause confusion for all employees. You'll also be paying for more than one social licence fee. The cost of a migration typically pays for itself in license costs alone within the first year.

As we've already said, migration might not be the right option for your business, but if you think it might be, be brave and go for it. We're here to help it go smoothly.

GET IN TOUCH TO DISCUSS HOW WE CAN HELP YOU MIGRATE SMOOTHLY AND EFFECTIVELY.

CASE STUDY:

WM worked with a luxury British fashion house to migrate existing content from Chatter (a Sales-force product), to Yammer.

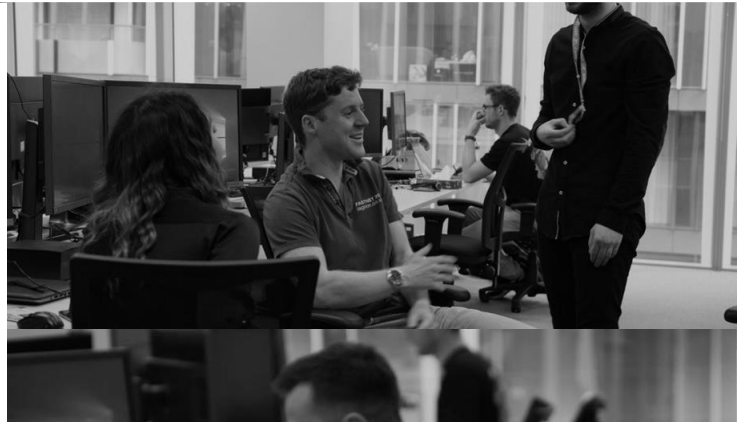
"With our assistance, they prepared migration metrics to determine what groups should be migrated. Then linked in with owners of the groups that weren't included in that scope, so they had a chance to appeal their case. This was useful to catch seasonal groups, (for example, Employee Awards are run in November, but the associated group is dormant the rest of the year)." Alex Gibson, WM, explains.

WM wrote emails to communicate this, with targeted groups within the business, leading up to the migration. The whole thing took about three months.

"Enterprise Social Media is a core part of their day-to-day operations. It's how they bridge the gap between their front-line workers (trade shows, store workers, etc.) and their office and executive staff." explains Alex. "Much of the data also has value on a long-term basis. Catwalk photos and records of counterfeit clothes were captured and stored on Chatter."

Being able to migrate to Yammer meant they didn't need to lose that valuable content, or run two platforms side by side, confusing employees and increasing costs..







MATURE

Imagine ideas flowing around your organisation quickly, easily and effectively. Everyone co-owning a goldmine of knowledge, enabling people to get and share information, ideas, answers and expertise straight away. This is what a mature Yammer network looks like - invaluable in achieving your organisational objectives.

Want a piece of this delicious sounding mature-Yammer-pie? Read on!

ARE WE THERE YET?

Take a moment to assess where you really are. You and your gang of Yambassadors may feel ready for the next step, but do you have enough people ready to join you?



As mentioned in our relaunch section, you can have a look at the benchmarking tools offered by our partners SWOOP Analytics and tyGraph to get a realistic sense of how integral Yammer really is for your colleagues. You may find that an idea here may help to include people who have previously not been that engaged with the tool.

SWOOP's 2018 Yammer benchmarking report suggests that if you have over 36% active users (users who have commented, liked or replied to content), you're pretty average. The most successful Yammer networks have over 50% active users. It's probably a good idea to think about maturing your network if you sit towards that 50%. Much lower and you might need to consider some re-launch activity to get some new recruits onboard first.

WHAT DO YOU WANT TO ACHIEVE?

Your Yammer network may be doing ok. You're seeing lots of pictures shared and general discussion, but are you seeing really effective collaboration?

What you're aiming for is that goldmine of knowledge and expertise; a place of innovation, discovery and above all, collaboration.

DON'T FORGET THE DATA

SWOOP's analytics allow organisations to give individuals real time data on their own impact within Yammer. Each user is able to access their own dashboard detailing their most effective posts, their strongest connections, their level of interaction generally and how they can improve collaboration.

Giving people insights into their own behaviour, allows those who are using the tool well and effectively to be recognised for that, and for those who could do things differently, the opportunity to be offered targeted training or communications to support them. "Seeing how you interact with others, changes the way you work", Sharon Dawson, SWOOP, explains.

MARS

Mars, the global food giant, worked with SWOOP to mature their network. Using analytics, they were able to show people their own behaviours and give them bespoke information and tools to improve these.

To really shake things up, SWOOP used personas to classify people based on their interaction patterns.



"The ability to see which of the five SWOOP personas you fit – an Observer, a Broadcaster, a Responder, a Catalyst or an Engager can be an influential tool for self-improvement." Sharon says.

Observers are the people turning up at the party without any wine or crisps. They consume some of the content from your network but don't tend to add anything. (That's not to say they aren't benefiting from ideas, knowledge and information shared.)

The Broadcaster is the person who turns up at the party, talks about their terrible journey for 45 minutes and then leaves. They tend to put a lot out there, but don't engage or collaborate. They don't add an awful lot as their contributions don't tend to result in rich conversations.

Responders reply to messages or like them, they don't tend to start their own threads. They're the person stuck listening to the monologue from Mr Broadcaster.

Your Catalysts keep things moving by encouraging responses. They start conversations that result in lots of replies and likes. They're the one trying to rescue Ms Responder from Mr Broadcaster by starting a conversation about Strictly Come Dancing.

Engagers are the people you really want at your party. They connect and sustain relationships. The higher the number of Engagers in your organisation the better. They're pouring the drinks, introducing people to each other, making sure guests know about parking restrictions on your road, they come early to help you through the awkward bit at the beginning when you worry only Dave from next door will come and assume it's a date, and they stay right to the end to help you clean up.

"Who do I want to be? What works on my posts? What are my most engaging posts? Which ones do people like? Which ones are completely ignored? How do I compare to everyone else in the organisation?" says Mark Parkinson, Mars' Digital Collaboration Senior Manager. "Provide people with their analytics and empower them."

Dean Swann, Director of Product, explains how tyGraph used data to find those key people within a multi-site client's network, and then used their reach and influence to make a difference.

"The Community Manager used tyGraph to gather data from all the office Yammer groups. By plugging HR data into tyGraph, they could identify the key influencers who worked in each office. The Group Activity dashboard provided the measures that demonstrated the engagement strengths or weaknesses of each group. This helped the Community Manager to create a strategy that was unique to each office."

FIND THE GOLD

tyGraph also offers quick and visual ways to bring your key data to the surface, and make it mean something. One of their many offerings, the 'thread impact' analysis, quickly and easily identifies conversations within Yammer that most likely contain shareable business value. A highly effective tool when up against those less inclined to see value in your network.

"Lasering in to those highly engaged conversations to identify threads helps find those with the most shareable business value, quickly," Dean explains.

IDEAS

Are you using Yammer to generate and capture ideas, and provide feedback on them? If not, you're missing a trick. As well as potentially missing out on some corkers, giving people a chance to have their ideas listened to increases engagement.



Companies who listen to employees do better.

21% more profitable than the competition.*

Employees who are listened to are happier.

24% lower staff turnover than the competition.*

*Source: Gallup

Our partners, Sideways 6, help organisations capture employee ideas, via Yammer, and bring the best ones to life.



Centrica saved over **£5 MILLION** from a single employee idea using Sideways 6 and Yammer.

Chris Sheen, Sideways 6 CMO explains, "With an active Yammer network already in use, Sideways 6 were able to offer the innovation team an accessible, intuitive and social solution for their employee idea programme complete with tools for capturing, managing, filtering, reviewing and analysing ideas and communicating back to idea submitters.

"Prior to the introduction of Sideways 6, our business had not taken advantage of Yammer's functionality and infrastructure to successfully crowdsource ideas." Jenny Jarvis, Employee Insight Analyst at Centrica.

Three call centre employees shared an identical idea independently of each other in the Yammer group.





MATURE

This simple change produced an estimated business value of £5 million in cost savings through higher productivity and increased customer satisfaction.

Sideways 6 have also worked with Severn Trent to generate and collect good ideas.



Severn Trent created an innovation group on Yammer called 'Bright Sparks' and posted challenges to it.

The innovation team targeted specific areas of the frontline to help spread word of the campaign. For the challenge around 'improving water quality' for example, they identified frontline experts and invited them to the group. This approach ensured a buzz quickly spread around the workforce and employees were excited to be involved in the conversation.

From ten shortlisted ideas, three have now been accepted into the company's innovation portfolio with resource committed to bring them to life.

"When you start listening to employee ideas, it becomes about so much more than innovation. If you do it right, you can draw on the momentum of your people to build a culture of openness, collaboration and intrapreneurship, where every employee is empowered to share their ideas and feel that they have a genuine stake in the business," Chris explains.

SHARE YOUR SUCCESSSES

Seen some impressive collaboration, problem solving or quick resolutions via Yammer? Shout about it! Ensure that you're finding a way to share these with the rest of your organisation, that your key stakeholders are aware, and that any resources you share with employees re Yammer are updated frequently. For example, any training you offer on Yammer should include up-to-date, engaging examples of Yammer successes. Not a screen shot of back when you launched in 2015 of Barry asking if anyone on the whole company feed had seen a pen he left in a meeting room earlier. (Apparently it wrote really nicely).

ARE YOU RECOGNISING YOUR SUPER USERS?

We've already talked about using data to work out who your super users, or key influencers, are within your network.



Every employee is empowered to share their ideas and feel that they have a genuine stake in the business."

Acknowledge them as the key partners they are. Give them the recognition they deserve. Link in with your exec and ask them to endorse this recognition. If the rest of your organisation sees that this kind of behaviour is highly valued, they will follow suit.

SEE THE BIGGER PICTURE

Social groups in Yammer are key to your success in having a maturing, evolving network.

Dr Laurence Lock Lee, SWOOP Co-Founder and Chief Scientist, explains, "Actively supporting social groups and therefore developing cross-organisational communities sends a cultural message much more powerful than the minor cost associated with supporting such communities."

"We have heard this from many of our SWOOP clients, with respect to their popular 'Non-Work' groups. Bankwest is proud of its 'Pets of Bankwest' group and quote many instances where staff have been connected initially through that group, where it would not have happened in the course of normal business. When these people come together for 'work-related purposes', they already have a relationship formed from connecting in the pets group."



"At Australia's largest telco Telstra, the single most discussed topic in its nine-year history with Yammer was on same-sex marriage. The company's leadership was fully supportive because discussing the topic allowed



employees to feel respected, heard, valued, safe and connected. In fact, Gary McGibbon, Former Senior Social Media Strategist on the Telstra Employee Social Engagement team, says Yammer is where Telstra has built its 'cultural home'.



“A global consulting client suggested their LGBTI network was reaching into areas of their client base, not accessible through their traditional client engagement model. At SWOOP we have found these LGBTI groups and other social ‘non-work’ groups, demonstrate the same diversity of connections, and therefore the potential for new innovations, not seen in the more regular work related groups.”

“Wind the clock forward nearly thirty years and we are now seeing some SWOOP clients having their most active and engaging discussions related to issues around minorities like the #MeToo and #LGBTI campaigns. Rather than ignoring them as non-work related distractions, forward thinking CEOs are embracing the opportunity to align their organisational policies with issues that staff are most passionate about. Not only are they demonstrating their support for inclusion, they are actively engaging with staff to demonstrate a ‘human face’ of management. Executives are clearly now connecting employee engagement with overall performance.” Laurence explains.



YAMMER AUTOMATION

Why should we automate our Yammer Network?

Yammer automation has been shown to produce 3 key benefits:

Positive user experience

By using automation to stay ahead of your moderation duties, you can ensure that your Yammer network stays a safe, productive space for all. Automation takes away the need for manual messaging and time-consuming community management, allowing you to spend time on what really matters while we take care of the rest.

Reduction of digital clutter

Yammer networks can be intimidating for the un-initiated. With lots of groups (some no longer in use) and countless conversations in an unfamiliar team culture, Yammer can be difficult to navigate. Use automation to actively stay in control of the content generated on your network. Reward meaningful posts, delete redundant groups, and suppress off-topic discussion.

Increased adoption

High user adoption is a key metric for a successful Yammer network. Use automation tools to introduce new starters to the network, providing them with all the information they need to start making meaningful contributions from day one. In addition to boosting adoption, automation can help with user retention. By highlighting individual usage, you can locate potential Yammer champions, or users whose usage is declining. Take advantage of this data to automatically entice users back onto the platform.

How do we automate Yammer?

Yammer automation can be done with another Office365 tool: Microsoft Flow. Using flow means that there are no hosting costs, no management, environment configuration. Just set up your flows, and watch your network flourish. Here at WM Reply, we’re experts at both Yammer and Flow, so making them work together is a natural fit for us.

What should we automate?

Before we start on any automation project, the first key is to assess whether the automation will bring value to the process, or just get in the way. After brainstorming potential automations and whittling the list down to those that are truly valuable, we are able to begin implementation. However, it’s always useful to draw inspiration from others who have already gone through this process.



MATURE

Below are a few of our most popular automations:

When a new employee joins the company, prompt them to use Yammer.

Alice Joins Contoso as a consultant

She gets an email prompting her to check out Yammer

She Joins the Yammer Network

Get approval before creating a new Yammer group.

John wants to create a Yammer group to mock HR

He tries to use the built-in group creation button

His group is deleted automatically

He uses the Group creation portal instead

His group is against policy, it is rejected

When an employee uses Yammer for the first time, highlight some groups that may be relevant to their position.

He gets an email with some groups that might interest him as an accountant

Bob Joins Contoso's Yammer Network

He joins the golf group and makes new friends

Warn users similar groups exist after creating a new one.

Angela wants to create a group called "I love Puppies"

She uses the Group creation portal

She is warned that a group called "Puppy Love" already exists

She cancels the request, and one fewer redundant group exists

When someone creates a group, add them to a "Group Admins" group.

Jessie's group "Lets reduce Paper usage" is approved

She is added to the "Group Admins" group

She reads through the group and learns how to be a better group admin

Moderate Yammer for specific terms.

Richard uses a racial slur on Yammer

He is warned about the code of conduct

A network admin receives an email about the incident

The network admin uses a button in the email to delete the comment

When someone creates a new group, send them a new mail with tips about being a group admin.

Steven creates a group to share industry news

He gets an email with helpful tips about group administration

Sentiment analysis for negative comments.

Seth makes a comment about feeling suicidal on Yammer

The comment is flagged as "Very Negative"

Seth's Manager receives an email with the contents of the comment

Seth can get the help he needs with his managers help.

When a group becomes inactive, prompt the owner to archive it.

Will creates a group about the summer holidays

He receives an email prompting him to delete the group

The group becomes inactive after the holidays have passed

He uses a button in the email to delete the group.

SHOW ME YOURS AND I'LL SHOW YOU MINE

Sometimes we all need a bit of inspiration. Come to a WM networking event to share best practice and ideas with other professionals. We'll look at how Yammer has transformed the way people work, from employee communication to driving business innovation. And yes. There will be drinks and nibbles.

Contact wm@reply.com to be invited to our next soiree.





HEARTWARMERS

AND FINALLY...

Let's hear it for those Yammer moments that really warm the heart. The interactions that show how Yammer really facilitates proper, positive change.

WORDS BECOME ACTIONS AT ROLLS-ROYCE

Ray Harrison, Intranet Specialist at Rolls-Royce, is proud of his network and the inclusion it facilitates and drives. A Yammer group focused on mental health and wellbeing has been transformational for the business.

"It's given people suffering from these issues an opportunity to raise awareness within their teams and organisation. That means the organisation talks more about these issues," Ray says.

In this case, words became actions.



Rolls-Royce run bespoke Performance Culture training. As part of this, participants are asked to use a mood elevator, designed to allow people to pinpoint where they sit at any given time on a scale of feelings. The descriptor for the lower end was 'depressed'.

Yammer gave people the chance to challenge this use of the word, and to ask if that was empowering sufferers, or if, in fact, it was supporting the stigma of mental health issues, and not acknowledging what it was really like to live with depression?

Because of those questions, the label was changed to 'deflated' or, 'overwhelmed'.

"Yammer offered a voice to those who wouldn't have necessarily had one before," Ray explains.



MAKING REAL PROGRESS WITH INCLUSION AND DIVERSITY AT MICROSOFT

One Microsoft employee used Yammer as a platform to publicly announce her gender transition, and to ask for the help and support of her colleagues to address her in a way that makes her feel comfortable, included and accepted. An undoubtedly brave thing to do.

"It takes real effort to create a culture that embraces people with different backgrounds and viewpoints," Steve Nguyen, Product Evangelist, Microsoft explains.

She received an outpouring of love and support. Employees were living the values of the organisation.

It's interactions like this that told Steve they were making real progress with inclusion and diversity, using Yammer as the vehicle to do so.

"Yammer is an important platform to align your employees on key company goals and key company values. It allows us to bring out the best in your culture, in your employees, your people," Steve adds.



I'm a transgender, and I need to let you know, because over the coming week or so I'll be taking the big step of transitioning to working as a woman at Microsoft.

I ask that you call me by my new name Sasha and use female pronouns (she/her) when referring to me or about me. I appreciate how hard it's going to be to make this mental adjustment, and I will be very patient and understanding as we all get used to this change. When the eventual slip-ups occur, I will respectfully, and as discretely as possible, correct you.



Lindsay Rae McIntyre – 11 hours ago

Sasha - As the new Chief Diversity Officer, I wanted to connect and let you know we are so honored you've included us in your journey and stand ready to support you in anyway we can.



Soumia Fares – August 28 at 6:28 PM from iPhone

So heartwarming to read such a brave post on Yammer 😊
Congrats and continue to be brave & never hesitate to bring your true self to work, Sasha <3



Becky Tremann – August 28 at 6:37 PM

Congratulations Sasha! Thank you for sharing with all of us and allowing us to support you during your transition and moving forward. <3



Bacho Vanwari – August 28 at 7:28 PM

Congratulations Sasha and thank you for sharing with us. Appreciate your openness and courage, happy to support.

ZAC AND MONKEY – TOGETHER AGAIN

M&S's Yammer network helps users to gather operational information, network with colleagues from other stores and share fundraising ideas.

But it also enabled the team to help a very special little boy.

A store manager noticed a photograph of a poorly looking boy who was cuddling a well-loved toy monkey on her Yammer feed. He had been receiving treatment for cancer, and had lost this special monkey. Could anyone help? The M&S Yammer network came to the rescue and a replacement was found!





SETTING UP YOUR NETWORK

RECOMMENDED SETTINGS

There are loads of different settings within Yammer. Many of these you don't need to worry about, and can use the default settings. However, we suggest you spend a bit of time ensuring that the below options are set up in the optimum way for you.

External Groups	This is super useful when collaborating with third parties! Check with IT security before turning it on
File upload permissions	We always encourage people to be allowed to share images and files. It makes for richer conversations
Prompt message	Make sure you put something open ended like, 'Ask a question, share ideas or praise a colleague
Message translations	It's not perfect but will help connect multilingual teams. Make sure it's on if that's useful for you.

USAGE POLICY

You need to ensure that people know why your organisation is using Yammer, and what it's there for. Having a usage policy that users must accept to use your network, helps ensure your conversations are in line with your company policies and culture.

You can set your policy to show as a link on the right-hand side of the Yammer home page, and to show as a pop-up that users need to accept before they start to use the network.

You can make it a friendly, informal document and link to any existing social media, GDPR and privacy policies.

Ideally it should be short and easy to digest with dos and don'ts. For example:

DO: Be positive, kind, and courteous. 'Like' posts and ask questions. Be friendly with others on the network. Feel free to provide feedback, but keep it constructive.

DON'T: Be negative. Constructive feedback is good, but avoid personal remarks, sarcasm and blame.

Consider the way you'd like people to use the network. This could include:

- Posting to the right place
- Using search thoroughly and checking before posting a question that may have already been asked
- Finding the groups most relevant to them and joining conversations
- Keeping private stuff in the right place (i.e. the relevant private group)
- Adding a profile picture and completing their profile
- Setting their email notification preferences

Make sure you provide a link for people to report any inappropriate posts.

Review the Microsoft sample usage policy linked below for more inspiration.

You can find links to all the resources mentioned on our dedicated Yammer resources site www.Yammerguide.com.





CONTACT

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