



From Platform Adoption to  
Agile Innovating Excellence:  
Growing with SWOOP

**E-BOOK**

# Table of Contents

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About SWOOP .....	3
<b>1</b> Platform Adoption .....	<b>6</b>
1.1 SWOOP Enterprise Key Statistics Widget .....	6
1.2 SWOOP Active Users Widget .....	7
1.3 SWOOP Department Activity .....	7
<b>2</b> User Engagement .....	<b>9</b>
2.1 SWOOP Most Engaging Post Widget .....	9
2.2 SWOOP Hot Topics Widget .....	10
2.3 SWOOP Activity per User Widget .....	11
2.4 SWOOP Community Health Index Widget .....	11
<b>3</b> Connecting .....	<b>12</b>
3.1 SWOOP Personal-Business Unit Key Statistics Widget .....	12
3.2 SWOOP Network Map Widget .....	13
3.3 SWOOP Key Player Index Widget .....	14
3.4 SWOOP Network Connectivity .....	15
3.5 SWOOP Two-Way Relationship Widget .....	15
3.6 Can Online Personas Improve your Collaboration Behaviour? .....	18
<b>4</b> Sharing .....	<b>20</b>
4.1 SWOOP Give-Receive Balance Widget .....	20
4.2 SWOOP Public/Private Messages .....	21
4.3 SWOOP Cross-Team Collaboration Widget .....	22
4.4 SWOOP Personas .....	23
<b>5</b> Solving .....	<b>24</b>
5.1 Response Rate .....	24
5.2 SWOOP Influential People Widget .....	25
5.3 SWOOP Cross-Team Collaboration Widget .....	25
<b>6</b> Innovating .....	<b>26</b>
6.1 SWOOP Collaboration Profile Widget .....	26
6.2 SWOOP Influential People Widget .....	27
6.3 SWOOP Cross-team Collaboration Widget .....	27
<b>7</b> Closing Comments .....	<b>28</b>

# About SWOOP

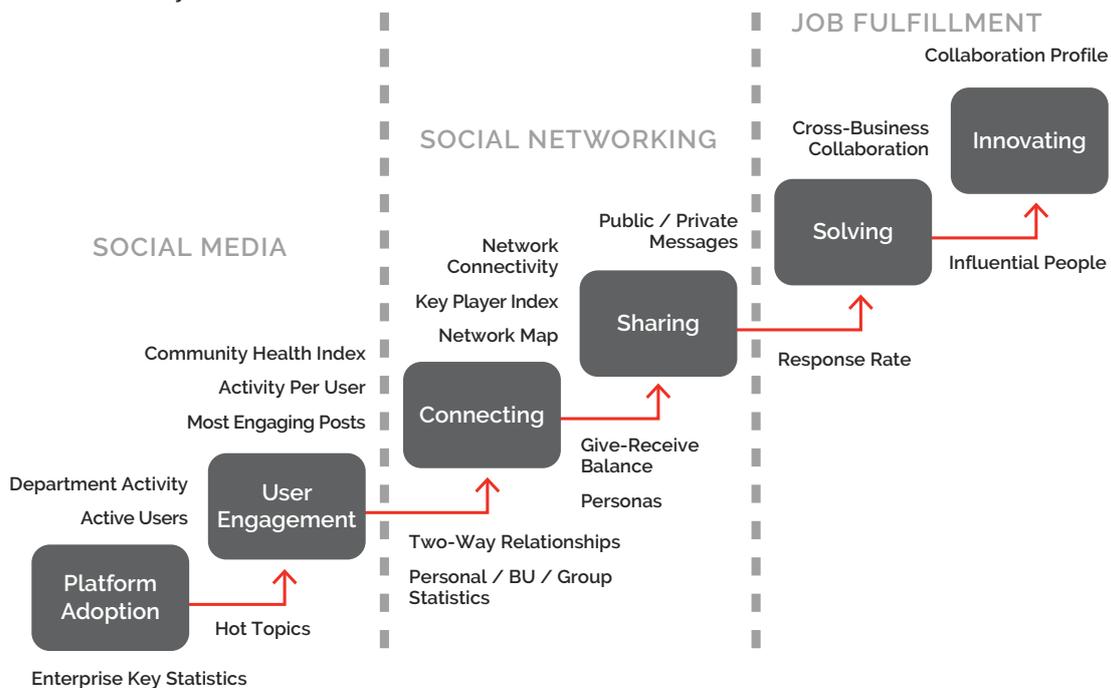
SWOOP is an online social network analytics platform, designed to help organisations exploit the emerging digital workplace platforms. When used effectively, Enterprise Social Networking (ESN) platforms have the power to digitally transform dated organisations imprisoned within inflexible legacy processes, into agile, innovating workplaces.

While digital can move at the speed of light, digital transformations often require the more measured approach of staged maturation. SWOOP's real-time analytics dashboard has been designed to shepherd organisations along this journey. The analytics are designed for use by the whole organisation.

- Personal analytics provide privacy protected data to individuals, allowing them to reflect on their own collaborative behaviours, over time.
- Business Unit analytics allow the formal lines of business to view how they are interacting with the organisation at large.
- Informally created cross-organisational groups are able to monitor how they are engaging with staff across the organisation, on their topic of choice.
- Topics can also be monitored for cross-organisational engagement.
- Enterprise-wide view is available to all employees. In addition, SWOOP maintains a [benchmarking facility](#), currently for Yammer networks, where organisations can anonymously compare themselves with like organisations.

SWOOP consists of analytic widgets for each of the five levels (Personal, Business Unit, Group, Topic and Enterprise). The graphic below provides a snapshot of how the SWOOP widgets align with the digital collaboration maturation stages:

## ESN Maturity Framework



The maturity framework draws explicitly from two previously published Enterprise Social Maturity frameworks. The first is [Siemens' ICUP \(Impact, Connectedness, User engagement, Platform adoption\) Model](#), and the second one is from enterprise social business consultant and evangelist Simon Terry.

### **Siemens Maturity Model**

The Siemens model starts from 'Platform Adoption' where a new digital platform is being launched and where staff are initially just being encouraged to use the platform. The model then progresses to 'User Engagement', usually around published content.

Up to this point the traditional activity analytics such as number of users, number of posts and number of monthly active users is commonly found in the 'out of the box' analytics, provided by the ESN platform suppliers. These are all about measuring activity, but not about measuring the interactions between people. This is not surprising, since ESNs were originally inspired by consumer social networking sites in the first place. The economic model for consumer social networking platforms is referral marketing through your friends and contacts. Consumer analytics are targeted at bringing qualified eyeballs to your advertising content.

The final stages in the ICUP model is the generation of business impact from the newly formed networks of collaborating staff through the stages of 'connectedness' and 'impact'. We've chosen to replace the 'Connectedness' and 'Impact' stages with Simon Terry's maturity model, which provides more distinct stages where higher levels of business value start to materialise.

### **Simon Terry's Maturity Model**

Having had first-hand experience as a CEO in a financial services organisation, and a champion of a Yammer network, Simon Terry has now become an evangelist for the business value that can be gained from enterprise social platforms. [Simon Terry Maturity Model](#) looks beyond simple adoption to full business value creation. As Terry notes, "Adoption is a tool of value creation. It is not the result". The model moves through the stages of Connect, Share, Solve and finally Innovate. The Terry model also identifies the common hurdle between connecting and sharing stages to the value delivery stages of problem solving and innovation.

### **Distinctly Different – From Connect Onwards**

Both models are excellent for what they have been designed to do, but by combining the best pieces of both models we can represent the complete journey from the very earliest adoption challenges, right through to enabling the agile innovating enterprise.

We have purposely drawn a wall between the 'User Engagement' stage and the 'Connect' stage. This is the point where 'Social' becomes less about content and more about relationships. The analytics therefore need to be different, since the economic model for Enterprise social is different. Enterprise value is generated through collaborating staff solving problems and creating new products and services. Activity-based analytics alone are not sufficient to support true Enterprise business value generation. This is the point that separates those organisations simply looking to drive staff to using a platform, to those looking to drive true business value, facilitated by the platform.

Our [SWOOP benchmarking activities](#) have helped us identify when organisations have been able to break through the 'adoption' to 'business value' wall. We have found that it's not all about how long you been in the game, but more about executive attention and mindset.

The following table summarises each of the stages and identifies the SWOOP analytic widgets best aligned to that phase of maturity:

Stage	Intent	SWOOP Widget
<b>1. Platform Adoption</b>	To get staff logging onto the collaboration platform and starting to use it.	<ul style="list-style-type: none"> <li>- Enterprise Key Statistics</li> <li>- Active Users</li> <li>- Business Unit Activity</li> <li>- Group Activity</li> </ul>
<b>2. User Engagement</b>	Provide a reason for staff to continue to visit the site. Usually content is used to engage users at this stage.	<ul style="list-style-type: none"> <li>- Most Engaging Posts</li> <li>- Hot Topics</li> <li>- Activity per user</li> <li>- Community Health Index</li> </ul>
<b>3. Connecting</b>	To have people connecting with each other, forming relationships that can be leveraged for business outcomes.	<ul style="list-style-type: none"> <li>- Personal Key Statistics</li> <li>- Network Map</li> <li>- Key Player Index</li> <li>- Network Connectivity</li> <li>- Two-Way Relationships</li> <li>- SWOOP Personas</li> </ul>
<b>4. Sharing</b>	To encourage people to share content, opinions, feedback etc.	<ul style="list-style-type: none"> <li>- Give/Receive Balance</li> <li>- Public/Private Messages</li> <li>- Cross-Team Collaboration</li> <li>- SWOOP Personas</li> </ul>
<b>5. Solving</b>	To address real business problems and opportunities using the platform.	<ul style="list-style-type: none"> <li>- Response Rate</li> <li>- Influential People</li> <li>- Cross-Team Collaboration</li> </ul>
<b>6. Innovating</b>	Creating new business value e.g. new products and services.	<ul style="list-style-type: none"> <li>- Collaboration Profile</li> <li>- Influential People</li> <li>- Cross-team Collaboration</li> </ul>

The remainder of this E-Book works through each of the identified SWOOP Analytics Widgets in some detail, identifying how and why they are developed and the business imperative behind each of them.

# 1. Platform Adoption

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A typical story we often hear:

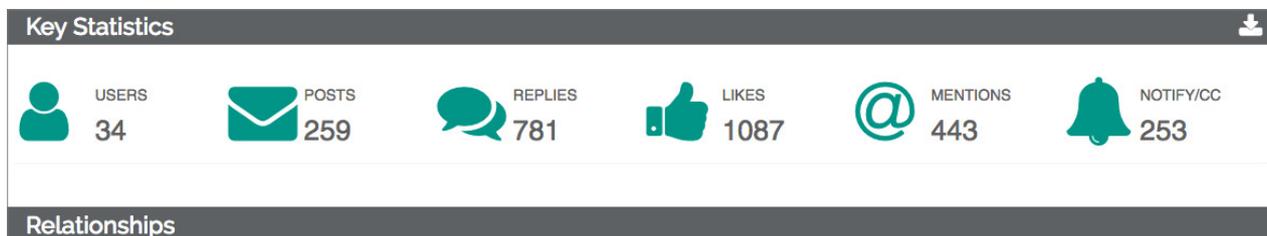
After much lobbying, business cases, site visits, you have finally been able to convince management to invest in an Enterprise Social Networking (ESN) platform. While the executive has been enthusiastic about the benefits that are available, the procurement journey has not been an easy one. Firstly, IT security had to provide their stamp of approval. Software is now moving to the 'Cloud' and it is no different for ESNs. It's not so much that ESNs are inherently a security risk. It's just that the line in front of the IT security office was so long!

Of course, Legal also had to approve the procurement. As a multinational they are concerned about sovereign borders and the differing legal obligations for data protection by the different constituencies. And this is not to mention the privacy issues. They are well aware of the privacy issues experienced by the consumer social networking platforms, and the last thing they would want to see is these issues being experienced in-house.

Despite all of the above, you are now at the starting gate. Of course, this is not your first experience with the platform. You were able to fly under the radar for some time while using the 'trial version', but now it's time to launch to the whole enterprise. Your immediate objective is to demonstrate to your executives that they made the right decision. You want to see this platform go viral, just like in the social networking movies!

You have heard from others that a 'launch event' is the best way to get people onto the platform quickly. A public statement posted to all by the CEO; plentiful training and coaching material available online; a competition run online to win a new gadget. And of course, analytics to see how the launch goes.

## 1.1 SWOOP Enterprise Key Statistics Widget



For a snapshot of what is currently happening across the Enterprise, the Enterprise Key Statistics display provides a quick summary for the period selected (default is 3 months).

You need to look at other widgets to identify trends, but it can be useful to look at the breakup of activities.

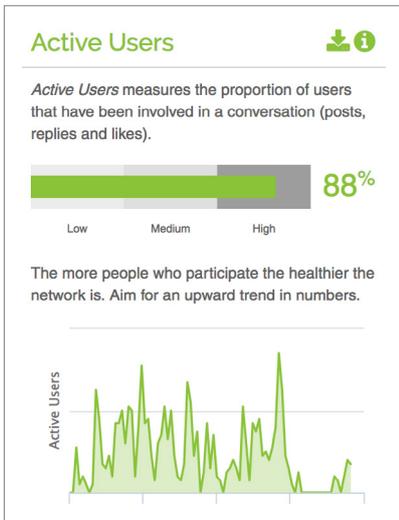
- Posts identify new content being shared.
- Replies provide substantive responses i.e. someone has taken the time to make a considered response.
- Likes are the fastest and cheapest and most social form of acknowledgement.
- Mentions indicate that people are being acknowledged on the platform; a form of recognition.
- Notifies are like an email cc, where the activity is looking to extend or target a shared piece of content.

### Business Imperative

If you are a busy executive this will give you a snapshot. But it is only a snapshot, so you need to recognise its limitations.

*This is all well and good for an overall activity level, but we need to know it's just not we community managers and our friends bumping up the numbers. Can we go deeper?*

## 1.2 SWOOP Active Users Widget



This is the most basic measure of platform adoption. It measures the percentage of users that have been active for the period selected, from the set of all users that have access. We do not include reading as an activity. First and foremost, this is because we aren't able to extract this, but even if we could, the data available can be misleading, depending on how a 'read' is determined. Does scrolling past a reply really mean that you had read it?

We also think that a 'read' is the weakest level of activity, so we are unlikely to be missing much. Our benchmarking activities over 50 Yammer networks indicate that the average is around 30%.

Specifically, an activity can be a post, reply, like, mention or notify. Note, that the shorter the time period selected, the lower this percentage will be, so paying attention to the trend over time is the best way to monitor progress.

This widget is available at the Enterprise, Group and Business Unit levels, so you can track this at a quite detailed level.

### Business Imperative

Without participants, the digital collaboration platform is of no use. It is most important to monitor this widget at the early stages of the platform launch, and also on significant events that are announced on the platform. It provides the fastest feedback on whether an intended effect is starting to happen or not.

It is also important to not over-rely on this measure, or to treat it as a sole measure of user engagement. In fact, [our research](#) has shown that activity metrics are often poor indicators of staff connectivity across an Enterprise.

*This is useful, this gives us a good idea about what proportion of staff are jumping onto the ESN. But what about some of those departments that weren't all that interested in what we are doing. Those legal people for instance, they gave us a real hard time during the procurement. And what about the strategy group, they always said that their information was too important and confidential to share! Can we go deeper?*

## 1.3 SWOOP Department Activity

**Business Unit Activity**

Top 10 by activity, number of users and percentage of active users.

Attribute:

Department	Activity			Users	
	Total	Trend	Last	# Users	% Active Users
Head Office	1270		29 Mar 2017	2	100%
Marketing	600		29 Mar 2017	2	100%
R&D	535		29 Mar 2017	1	100%
Business Development	404		29 Mar 2017	1	100%
Strategy	288		29 Mar 2017	2	50%
Software Development	67		29 Mar 2017	2	100%
Finance	1		19 Feb 2017	1	0%
Software Engineering	0			1	0%
IT	0			0	0%
Sales	0			0	0%

This widget by default, identifies activities by business unit (Department). It is configurable however, to any profile attribute provided to SWOOP e.g. geographic location, staff level/role, team etc.. Using the default attribute, one is able to determine the break-up of participation by formal business unit. Given that an Enterprise Social Networking platform is installed to encourage cross-enterprise collaboration, those departments found to be not participating, should be a target for coaching and encouragement to participate more broadly.

## **Business Imperative**

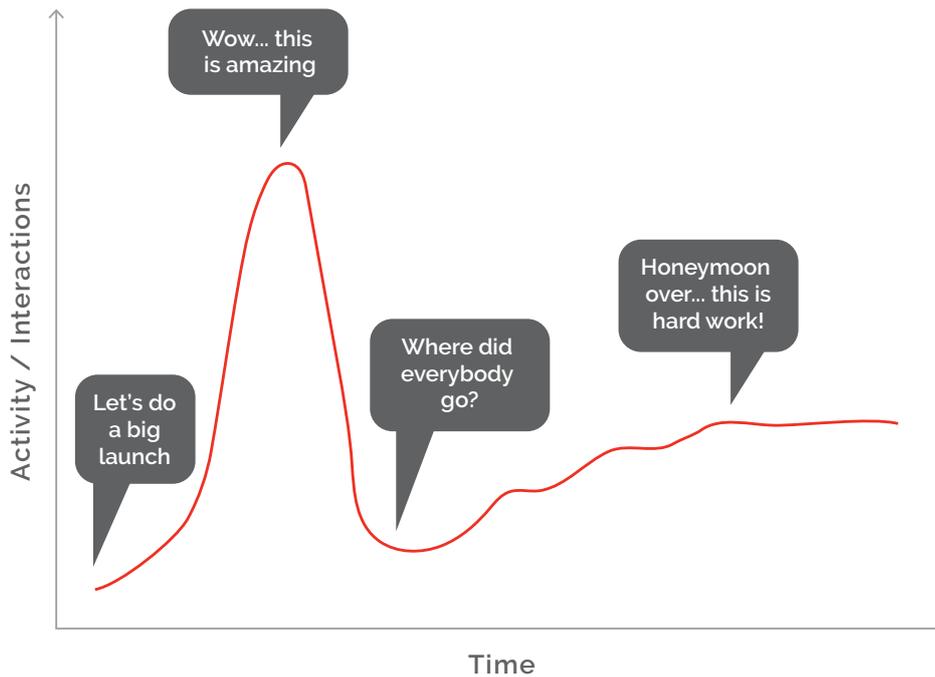
During the early adoption phases, it is important to generate a critical mass of users. It is also important to demonstrate the enterprise nature of its usage. So community managers need to focus their attention on at least getting the broadest audience possible to experience the platform. This widget provides a quick snapshot of the current status. The danger of allowing activity to polarise around a handful of business units is that the platform itself can define a new silo, of those that use it and those that don't. This will limit the potential of the platform going forward.

## 2. User Engagement

Typical story we hear:

*The launch event couldn't have gone better. The CEO participated in the launch webinar, discussing online with staff our hopes and challenges for the coming year. She was very open, asking for feedback and ideas. The Apple Watch competition was a boomer. We were overwhelmed with postings on ideas to improve our business. The activity analytics went through the roof. We have just looked at our stats now a week after our launch:*

### Yammer Hype Curve



*We are starting to get it now. Perhaps everyone was just looking to win the watch. Looks like we need a way to get staff to stay on the platform. Perhaps if we could publish our regular news stories that we used to send via email. They always attracted a lot of interest. This way, they have to log onto the platform to get their news.*

#### 2.1 SWOOP Most Engaging Post Widget

#### Most Engaging Posts

Most Engaging Posts are those that have attracted the highest number of responses (replies/likes).

1. **New website is LIVE!!! A heroic effort by Z...**  
28 replies, 19 likes, 8 shares
2. **Hi all... First version of website is at http://...**  
24 replies, 16 likes, 7 shares
3. **Hi Erin Lock Lee Pleased to officially e-me...**  
23 replies, 26 likes, 6 shares
4. **Any news on the timeline for post editing? ...**  
22 replies, 53 likes, 22 shares
5. **Steve Nguyen (CHI) (Global Yammer ...**  
21 replies, 67 likes, 23 shares
6. **ato.gov.au no longer allows external memb...**  
20 replies, 42 likes, 20 shares
7. **Hello - Before anyone else has to leave th...**  
19 replies, 38 likes, 12 shares
8. **We are very excited for the world to hear a...**  
18 replies, 75 likes, 24 shares

This widget ranks posts based on those that received the most 'replies' or 'likes' over the time frame selected. It identifies those posts that have generated the most reactions. Replies are prioritised, as replies are needed to promote more conversation; something that an ESN platform looks to facilitate.

SWOOP does not mine content, only metadata. The posting details are rendered inside the company firewall. Hence the most engaging posts are not judged on the content, only on the length of the discussion threads. So, don't be alarmed if the most engaging post is one of your colleagues organising a birthday lunch, or the like.

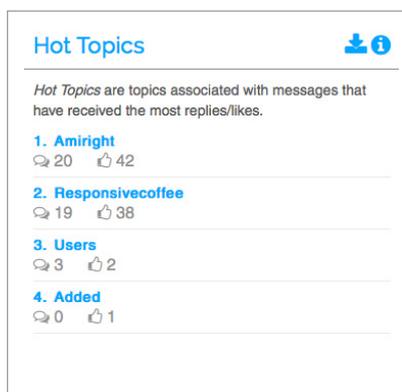
## Business Imperative

Conversation is the heart of value creation on an ESN. It's only through conversation that individuals can make sense of a colleague's posted opinions; HR's new family leave policy or indeed the CEO's new initiative about building customer intimacy. Being able to see what is generating the most conversations on the platform can provide good insights into the value that is looking to be being created on the platform. And remember, even a post organising a lunch with colleagues should not be discarded as social froth. Perhaps that lunch is the venue that provides some rare face to face contact, that would not normally have occurred.

***"It's been interesting to browse what people are most concerned with in the different groups. But we know that there are topics that are important for the organisation to talk about. For example, we just launched a 'one company' initiative where we have encouraged staff to hash tag their postings and conversation with #onecompany. We know that other groups have also been encouraging the hash tagging of topics that they are concerned about.***

***How can we explore this?"***

### 2.2 SWOOP Hot Topics Widget



This widget mimics 'Most engaging posts' by ranking hash-tagged topics. Topics are ranked by those that received the most 'replies' or 'likes' over the time frame selected. It identifies those topics that have generated the most reactions. Replies are prioritised, as replies are needed to promote more conversation; something that an ESN platform looks to facilitate.

As stated previously, SWOOP does not mine content, only metadata. The topic details are rendered inside the company firewall. Unlike posts, topics are usually created to enable a topic theme to be tracked over time. The hot topics list is therefore identifying the most popular themes being promulgated.

## Business Imperative

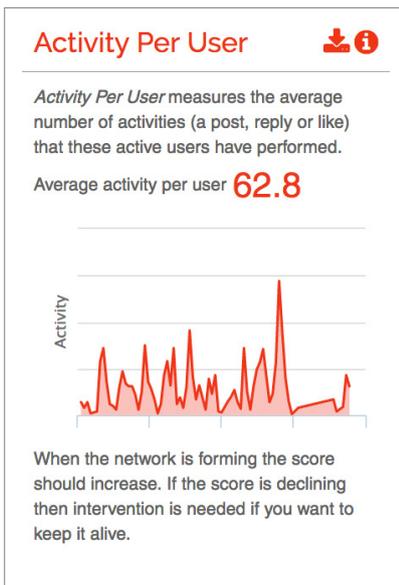
Organisations are rife with 'initiatives'. Some are corporate led, others may only be of localised interest. What is nice about hash-tags is that they do not require someone with a librarian's sense of information categorisation to use them. Tagging a piece of information is done to help others find it easily. SWOOP enables people to search for topics. Even if the topic hash tag is spelled slightly differently, the search will surface anything that looks like the hash tag you are looking to monitor.

Hash-tagging initiatives are recommended on ESNs, as this provides the ability to report on the level of engagement the initiative is achieving. Corrective actions can then be taken if the level of engagement is short of what you were expecting. You can read more on the use of hash tags for employee engagement [here](#).

***"It's good that we can now see what people are talking about and how much our topic themes may be engaging our staff. But just how many people are actively creating content? We know what proportion are participating from the Active Users widget, but our sense is that a lot of the content is being provided by only a selected few.***

***How can we tell if this is really the case?"***

## 2.3 SWOOP Activity per User Widget



This widget provides a picture of how evenly spread participation is across the user base. This analytic will expose situations where the major part of the activities is being conducted by a selected few (also see SWOOP Key Player Index Widget). A strong user engagement would see this measure trending upward. A downward trend might signal a deterioration in user engagement.

This widget is available at the Enterprise, Topic, Group and Business Unit levels.

### Business Imperative

As a key indicator of user engagement, it is important for Enterprise, Group and Business Unit leaders to monitor the trends here. For example, if you are a group leader and you see your group activity per user start to trend down, this should be a signal to inject some energy into the group e.g. by running a webinar (Yammer users call these 'YamJams'), a competition or even scheduling a face to face event for group members.

***"We have noticed that there is a big variation in the levels of engagement that the different groups have. We often use the language of health to indicate how well we think a group is operating or not. It would be good to have a simple health indicator for use by our group leaders and community managers."***

## 2.4 SWOOP Community Health Index Widget



This widget is designed to give group leaders and participants a quick indicator of group/community health over time. The measure is based on the %participation of those members that have been active at least once in the past 12 months. Traffic light indicators are used to indicate whether the group or community needs attention from its leadership.

The widget also exists at the Enterprise level, to indicate the overall health of all groups. The trending information can provide community managers with an indication of when some enterprise level interventions may be required.

### Business Imperative

Groups or communities are regularly seen as the heartbeat of a social networking system. This is where staff with common interests can meet, discuss and develop business enhancing initiatives. Monitoring the health of groups or communities is fundamental to understanding the user engagement levels needed for connecting, sharing, problem solving and innovation.

# 3. Connecting

A typical story:

*Our activity statistics are now starting to look good. We have some really active groups, but we also have a lot of groups that were formed at the launch, that have pretty much been dormant since then. The executive seem to be happy with the growth in activity that we are showing, however, some of the executive is asking about evidence of return on investment (ROI). What benefits is the business getting from this platform? We have been able to share some stories we have heard from some of the more active groups on the value they have achieved. But some of the sceptics still point to the 'Friday drinks' group and asking whether we really need a Facebook platform that could be distracting staff from their 'real' work.*

*We often mention LinkedIn to these executive, as some of them have joined this network for professional reasons. But LinkedIn is about connections isn't it? Helping people connect with others that they would not normally meet in the course of their day to day work?*

## 3.1 SWOOP Personal-Business Unit Key Statistics Widget



For a snapshot of what is currently happening across the Personal or Business Unit level, the Key Statistics display provides a quick summary for the period selected. Note that it differs from the key statistics provided for the Enterprise and Topics levels, in that a direction of interaction is shown, providing a quick give/receive perspective on top of the overall activity level.

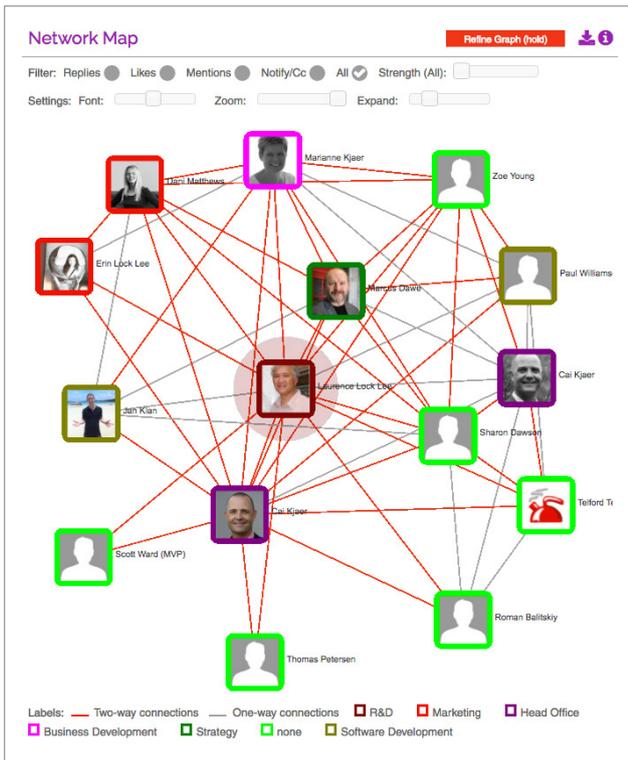
You need to look at other widgets to identify trends. Posts identify new content being shared by you or the business unit. Replies provide substantive responses i.e. someone has taken the time to make a considered response and vice versa. Likes are the fastest and cheapest and most social form of acknowledgement that are either received or given. Mentions indicate that people are being acknowledged on the platform; a form of recognition either for you or provided by you. Notices are like an email cc, where the activity is looking to extend or target a shared piece of content to or from you.

### Business Imperative

Provides a quick overview for individuals and business unit members. If there is a significant imbalance between the 'From You' and 'To You' or the pattern of your interactions are not aligned with your expectations, then you can look into more detailed analytics, lower on the page, to help decide on appropriate changes to your posting behaviour. At the business unit level, you may choose to start a discussion with your business unit colleagues, if these statistics are not to your expectations. It is only a snapshot, so you need to recognise its limitations.

*I can see this now, it's not just all about what I post, but more about how I connect. And speaking of connections, it's impossible to miss that Network Map on my personal tab. It looks intriguing. What is it telling me?*

### 3.2 SWOOP Network Map Widget



Can you believe that the first social network map like this one was created some 80 years ago? It was hand drawn to document a girls' friendship network in a New York school. Today we have more automated methods. The SWOOP network map is only available on the personal tab (and therefore secured to the owner).

The owner of the network is highlighted by the halo. The links are formed from interactions e.g. a post liked, a person mentioned etc.. The links are directional i.e. if you replied to a post I made, then there would be an arrow pointing to me from you. If I were to reply or like a post that you had made, then the link would have arrows at both ends and the colour changes to red, indicating a 'two-way' connection.

You may also see that the frames around the pictures are coloured by the business unit that they belong to. The social network map provides a visual representation of your network of connections. You can quickly see the people you are most closely connected to and who in turn they

are connected to. You can see clusters of connections or cliques that might exist in your network. You can also quickly see how diverse your network is, by observing the different business units they come from, or how some connections may only have you as a connection into your network.

#### Business Imperative

It has been claimed that the social network is how work really gets done in organisations; and that hierarchies are really there for apportioning blame! Whether you believe this or not you only need to reflect on teams that you have been part of that have been highly productive and successful. Then there are others that you would rather forget, because of the in-fighting and lack of trust that had led to frustration and unproductiveness. There are many other SWOOP measures that focus on particular features of your map. For example, the Two-Way connections are a count of the proportion of red links from the map. The number of different departments your connections are from; and the density of the links on your network are reflected in your collaboration profile.

The network map will reinforce a view of the people you work with mostly. But what about those you are connected with that are distant from others you work with? Perhaps you could make a point of brokering a connection? Being a connector can be the most productive networking activity you can undertake. As Seth Godin writes, why not make yourself that [indispensable lynchpin](#)?

***We spoke before of our concern about an over-reliance on just a selected few to keep the network active. We know from network theory that there will be people who act as 'network hubs' and therefore expected to be more active than most. But what happens if some of our most active staff were to leave? Is there a risk that our network will not be sustainable without them?***

### 3.3 SWOOP Key Player Index Widget



An important characteristic of networks is that some individuals are more important to the performance of the network than others. In fact, if we were to plot the relative influence of individuals in a network, the degradation from the most influential to the least follows a power law distribution. This means that the level of influence between the most influential members and the least influential reduces exponentially;

emphasising the importance of these few selected influencers in a network. Networks that have just a few key influencers are clearly at risk if one or more of them were to leave the network. So how can we tell how open your community is to a key player risk?

#### *How is this Measured?*

The key player index is a measure of the degree to which a network is reliant on a 'selected few'. To compare networks, we measure the proportion of members that are responsible for 50% of all connections. The higher the proportion, the higher the key player index is and the lower the key player risk is. The range of scores from our benchmarking is between 3% and 17% for online communities, with a mean score of 7%.

#### *Interpretation*

What we have ascertained from our ESN benchmarking activities is that online communities are much more susceptible to key player risk than off-line communities/networks. This may potentially be attributed to an existing 'digital divide', where by only a proportion of community members choose to be active online. Alternatively, it could simply be the online medium makes it easy to attract a larger, only marginally active, membership. That said, we think that the relative scores are still a good indication of key player risk.

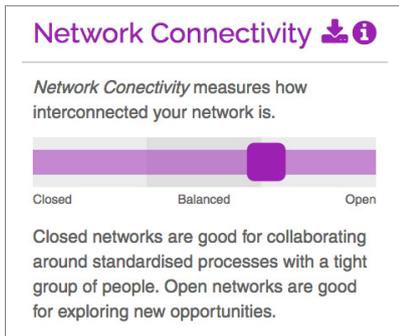
#### **Business Imperative**

If just a few people in your network are at the centre of most of the interactions, it is important to encourage more members to act as hubs in the network, by actively connecting others. If you notice that selected individuals are doing all the 'work' in keeping the community active and vibrant, start trying to lend a hand. If you are one of the 'selected few' key players, try and encourage others to join you and become more active in connecting others. Try to delegate community activities to get others more involved. Perhaps ask others to host online events or initiatives as a way of broadening the community leadership responsibilities and increasing the visibility of others.

In summary, a strong, sustainable community has built in redundancy, so that it can remain active, vibrant and productive, even if some the key players were to leave or be absent for an extended period. By ensuring that your community has many hubs and/or alternative sources for brokering and connecting the community, the longevity of your community will be more assured.

*I can see from my Network Map that there are clusters where some of my connections are well connected with each other. I know these groups well and feel that I could easily work with them. Then there are other connections that I hardly know. I know I should probably reach out to them to find out a little more about them, and whether there would be value in us working more closely together. I'm just wondering what is the 'right' shape of a network for me?*

### 3.4 SWOOP Network Connectivity



**Network Connectivity**  

Network Connectivity measures how interconnected your network is.



Closed      Balanced      Open

Closed networks are good for collaborating around standardised processes with a tight group of people. Open networks are good for exploring new opportunities.

This widget is only available on the Personal tab and looks to capture how open or closed your network is. If you look at your Network Map you will see that some of your connections are well connected to others in your network. Others may stand alone as a single connection just to you. Imagine if your network of connections were all connected to each other. Your network map would resemble a hairball. This is the ideal pattern for a cohesive network, where everyone knows everyone else. You might expect that such a network would be very efficient in getting work done. We refer to networks like this as a 'Closed' network. Now imagine if your network looked like a star, where the only connections that existed were to you; with none of your connections

being connected to anyone else in your network. This type of network we describe as 'Open'. It provides you with the maximum opportunity to broker new connections between your diverse suite of connections. For maximum performance, your network should be somewhere in between these two extremes, in the 'balanced' area.

#### Business Imperative

What is the ideal place for you on the Network Connectivity spectrum? This will depend on the role you are playing, or aspire to play. If you are a 'doer'; someone who likes to lead projects with defined goals and deliverables, then you are best to have people around you that know and interact strongly with each other. On the other hand, if you are in say, business development, where you are looking to expand into new markets, your network needs to be more open and diverse, to provide you with the most opportunity for new prospects.

There is however an important place for those with balanced networks, in an innovation context. We know that the most radical new ideas are likely to come from those with open and diverse networks. What we also know is that people with very open networks can be easily distracted and therefore not the best people to engage in delivering on a focussed implementation. A successful innovation requires access to the highly prospective ideas sourced through open networks, but also access to resources that are able to implement new ideas, with the uncertainties and risks that come with it. It is this 'connecting role' that those with balanced networks are best placed to play.

*I can see on my Network Map the two-way links. Even though sometimes this may be the result of simply liking each other's posts, I do feel that the people I have two-way relationships with are people I am more familiar with. In fact, some of them I work very closely with and I would count them as trusted colleagues, even friends at work. Interestingly, several also have two-way connections with each other. Sometimes these clusters do represent the different 'teams' that I regularly work in. In speaking to some of my colleagues, they are seeing the same on their personal network maps. We were wondering what it would look like if we combined everyone's maps across the whole organisation. Would this tell us how connected we are overall?*

### 3.5 SWOOP Two-Way Relationship Widget



**Two-way Relationships**  

A high percentage of *Two-way Relationships* reflects real conversation, and often indicates a higher level of trust, between participants.

 **42%**

The Two-Way relationship widget measures the extent to which people have engaged with each other in both directions. If A always replies to B (but never the other way around), it is a one-way relationship. When both A and B reply to each other, then we have a two-way – or reciprocal - relationship.

The Two-Way Relationships widget exists at each of the SWOOP levels of analysis, signifying its importance.

[Reciprocity has long been considered a 'gold standard' for assessing the strength of personal relationships.](#) Determining [relationship](#)

[strengths based on social media](#) data is still something that researchers are refining, but after much simulation we decided to provide a broad spectrum of opportunity to create a Two-Way relationship by including Likes, Mentions and Notices in what determines a 'relationship'.

Even using this broad spectrum, the average number of two-way relationships an active participant had was still only a little over 3 in our [benchmarking studies](#). The Two-Way Relationship widget provides the percentage of relationships that are reciprocated. If you think about a group of people who have all been replying/liking/mentioning/notifying each other (in both directions), then the widget would show 100%. It would also be reasonable to assume that the group is highly cohesive in its operations.

Interestingly, it's also the [two-way relationship measure that varies most between organisations in our benchmarks](#) of over 50 Yammer installations. This suggests that this measure is a critical point of differentiation; and therefore a key performance indicator for organisations.

## **Business Imperative**

While it's still early days, we have seen sufficient empirical evidence suggesting that a strong Two-Way Relationship score is consistent with high cohesion and collaborative performance. The best place to start is to look at your own personal Two-Way score.

While it is not necessarily a goal to have a 100% score, have a look at your personal network map. Are there some one-way connections that should be two-way connections for you? (Red lines mean that the relationships are two-way).

Also have a look at the Two-Way Relationship widget for a group you belong to. What is the percentage? If the group is a small team with finite deliverables, is there a problem with a lack of cohesion? Is the group relying on a single leader to promote activity i.e. be the sole catalyst? If this is the case, why not engage in an online discussion to explore this?

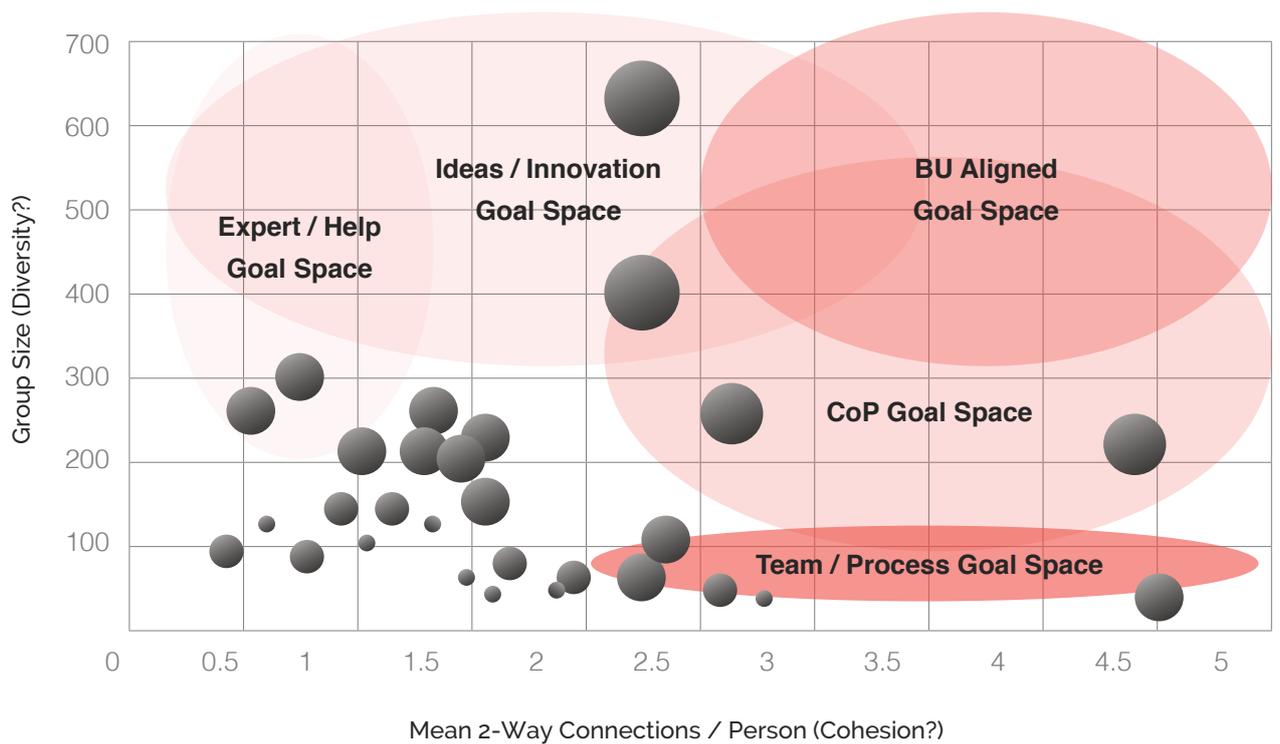
Finally, have a look at the Two-way Relationship widget for a topic that you know is important to your organisation. The Two-Way score is a [good indicator of the level of engagement around that topic](#), especially if the level is maintained while activity levels naturally drop over time.

The Two-Way Relationship measure is our main measure for collaborative performance and Employee Engagement. But overall performance needs to balance a certain level of diversity with the cohesion indicated by the level of Two-Way relationships. Groups, like organisations, will have different objectives that may call for a different balance between diversity and cohesion. In our analysis of Yammer groups across several organisations, we identified 5 different groups types:

- Expert/Help
- Community of Practice
- Innovation
- Team
- Formal Business Unit Aligned

The following graphic identifies the inherent Diversity/Cohesion balance for each group type using one organisation's groups performance data.:

# Group Performance



For your group and/or Enterprise, identify what region in the diversity/cohesion performance map that you are looking to occupy. Then use your Two-Way Relationship and Group size measures to see how well you are currently placed.

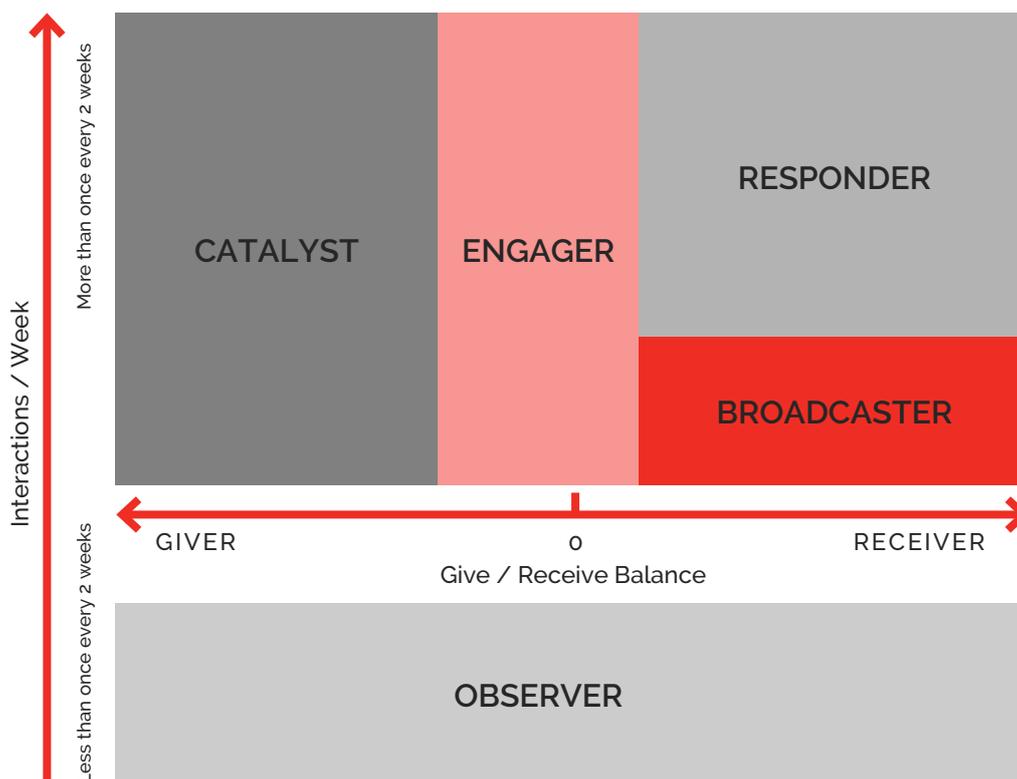
*I'm starting to see now the power of reciprocation online, in building stronger teams. And I also now have a stronger appreciation for the role diversity plays in an innovation context. Speaking of interacting online, after the Network Map my eyes are drawn to the Persona classification. It looks like I'm a 'responder', at least over the past 3 months. Is this good or bad? And what about the other Personas? They look fascinating.*

### 3.6 Can Online Personas Improve your Collaboration Behaviour?

When we hear the term "Personas" we often associate them with profiles that marketing organisations develop to categorise the buying behaviours of consumers for targeted attention. Personas are therefore strongly linked to behaviours. In the world of ESNs we are also very much interested in the collaboration behaviours that have been facilitated by the ESN.

The idea of developing a way to profile ESN behaviours comes from one of our customers, a social media strategist and facilitator of their Yammer network. We liked the idea and decided to design and incorporate an online Persona classification based on some of our core social networking analytics, which we are sharing here.

Here is the framework of Personas that we designed:



The vertical axis partitions those that are active on the platform from those that have minimal interactions.

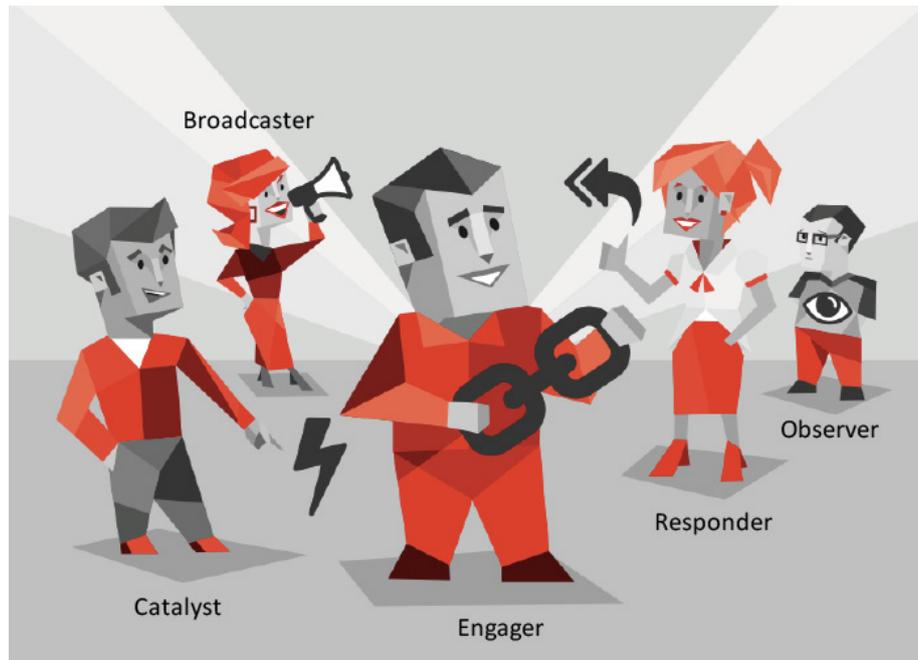
We identify those users who have interacted on the platform less than once every 2 weeks, and classify them as “Observers”.

Let’s focus on the more interesting ones, i.e. those people who are actually contributing. These we break up according to our Give-Receive balance measure. The Give-Receive balance was inspired by Adam Grant’s [In the Company of Givers and Takers](#) and Sandy Pentland’s [The Science of Building Great Teams](#). Grant identifies ‘Givers’ operating in organisations with a ‘giving culture’ are the strongest performers. And it is the ‘Matchers’ that balance give and receive, who help create that culture, by marginalising the ‘Takers’. Pentland identifies a balance between talking/listening being apparent in strong performing teams.

Our Give-Receive measure simply balances contributions made e.g. posts, replies, likes etc. and received e.g. replies received, likes received etc.. We classify those active participants that are able to balance their giving and receiving as “Engagers”. The Engager is our aspirational profile, in that we believe these people are the heart of the network, successfully balancing telling and listening online.

For those people who are active but lean toward the “Receiver” side, we label “Catalysts”. These are people that are able to attract significant responses (replies, likes, etc.) from relatively fewer contributions. You might consider a popular blogger or tweeter as catalysts for change. It is a skill and plays an important role in energising the network and attracting new participants.

For those active participants who fall toward the “Giver” side, it infers that they make far more contributions than they gain reaction for. We further partition them into “Responders” or “Broadcasters”. We use a Posts/Reply ratio measure to partition those that mainly contribute through Replies (Responders), from those that mainly contribute through posts (Broadcasters). Responders provide value through providing visible listening to contributors. They are like the ‘care givers’ in the community. Broadcasters tend to favour posting original content over participating in conversations. While this is not necessarily a bad thing, there is likely to be other channels available for broadcasting, while the ESN should be prioritised for conversation.



### Business Imperative

For the community manager we believe that these Personas can be used to characterise the overall network at a given point of time. We would envisage targets being set for Engagers (maximise), Observers (minimize), Broadcasters (limit), Catalysts and Responders (encourage).

We would also encourage individuals to look at their own Persona, and adjust their online behaviour toward the role they feel they are best placed to play and contribute.

We have now tested and validated our design of the SWOOP Personas on several data sets, with the help of the [University of Sydney's Digital Disruption Research group](#). It is worth noting though that the overall profile make-up will change with ESN maturity, and also the time period selected for assessment. With SWOOP, individuals can monitor their Personas in real-time, enabling them to make adjustments as they see fit. Likewise, for the community manager, it can provide an indication of trends that could be either amplified or dampened as appropriate. For community managers, consultants or advisors that assist organisations on their efforts to improve collaboration, the Personas will also be a great way to target interventions to where they will provide the greatest return.

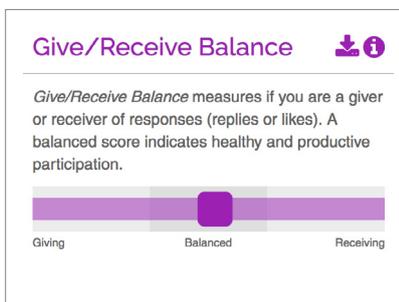
In our Benchmarking Studies we have been able to determine that high performing groups have [a distribution of positive Personas amongst their leadership](#). For example, some leaders might play the 'Catalyst' or 'Engager' roles to attract new members and energise discussions. These leaders are complemented by leaders playing the 'Responder' role, ensuring that all members are engaged and not isolated from the group.

## 4. Sharing

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*We now understand connectivity across the Enterprise. It's like having LinkedIn inside our organisations, but even more. Our staff are now reporting that they are in contact with many more people than they would normally connect with in their day to day work. We have many very active groups now with hundreds, if not thousands of members in some cases. That said, we are still concerned about our high level of 'Observers'. These people will pop onto the platform for a little look now and again, but it's definitely not part of their day to day work habits. We know that most of our staff appreciate the sharing of not only formal content, but also informal opinions and feedback. We are confident that business value is being achieved through greater levels of knowledge sharing across the organisation. How can we drive even stronger levels of sharing across the Enterprise?*

### 4.1 SWOOP Give-Receive Balance Widget



The concept of a Give-Receive balance has become an enduring theme for those researching what makes an effective collaborative group or team. Here are some of our favourites:

- Wharton Professor [Adam Grant wrote his best-selling book on 'Give and Take'](#), characterising how individuals interact as either givers, takers or matchers (balanced). Grant argues that the right sort of 'giving' behaviour i.e. giving that is not just exploited, is the most successful interaction pattern. He speaks of generating a 'culture of giving' and rejecting a 'culture of taking'.
- MIT Professor [Sandy Pentland's study on what makes a great team](#), also identifies a similar concept. His observations indicated that great teams had members who had a strong balance of talking and listening.
- Google's [Aristotle project](#), mined interaction data to identify which dimensions were associated with the strongest team performance. They found a related concept of empathy exchange, leading to a 'psychologically safe' environment for open and honest communications.

The SWOOP Give/Receive Balance is calculated based on your activity shown in your key 'From and To' statistics and also in your Persona determination. The Business Unit Give/Receive Balance aggregates the personal scores for all active members of a Business Unit.

It important to understand what your own preferred interaction pattern is. If you are a taker (receiving end) you may need to consider how others view your interaction style. Is it justified or does it appear selfish? If you are a giver, are you giving with a clear purpose? Are your replies constructive? Are your 'likes' genuine? Being balanced is usually a good place to be. On the SWOOP Personal tab your Persona is shown directly above your Give-Receive score.

The Give-Receive Balance widget is also available at the Business Unit level. In most organisations there will be departments that will naturally fit a Giver or Taker/Receiver role. We would argue however, that these Business Unit members should consider what the impact would be if they strived for a move towards a balance of Give-Receive? For example, an internal call/service centre would naturally be seen as a "giver", responding to all of the requests being made. But what would the effect be if the call centre staff become more pro-active, by surveying their customers about their needs and wants ahead of a formal request? Could this lead to problem areas being identified before they become critical? A Communications department may naturally be a Taker/Receiver as they look for feedback or response to news or information articles that they publish. But how many communications staff engage in active conversations with those responding? How would this lead to stronger engagement around a message?

## Business Imperative

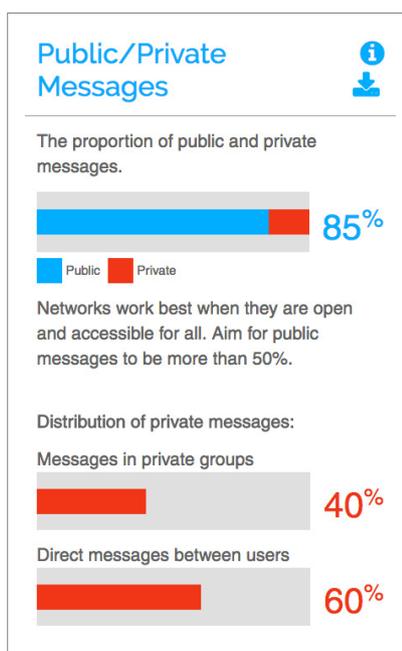
There can be nothing more frustrating than having to work in a dysfunctional team, where your efforts are being wasted on non-productive interactions, resulting in little, if any, useful outcomes. On the other hand, there is nothing more rewarding than being part of a co-operative and energised team or group that is continuously delivering successful outcomes. The Give/Receive balance addresses Team/Group dynamics.

The Team/Group dynamics that separate the two scenarios above can be at times, subtle and complex. But research is now firmly showing that paying attention to your own and your Teams/Groups Give/Receive balance will have a large bearing on your success or not.

Keeping your Give-Receive in balance, or even toward the giving side, and influencing others in your teams or groups to do the same, will start to work toward creating a 'giving and sharing culture'. This will ensure that the Team/Group dynamics will work toward more co-operative and productive sharing interactions.

***I like the idea of creating a 'giving and sharing' culture, but some of our sceptics will play the 'confidentiality' card and say that their work is commercial in confidence and therefore must be secured to only selected staff. How do we balance this need for confidentiality and the giving and sharing culture?***

### 4.2 SWOOP Public/Private Messages



Private messages are by definition secured to a named receiver, or are sent within a group marked 'Private', where messages are secured to members only. SWOOP respects these security setting on its analytics dashboard.

Our Benchmarking activities indicate that Private groups are usually small in size (less than 50 members), with many looking like cohesive teams i.e. high cohesion and low diversity.

SWOOP also reports on private messages between users, which in effect is equivalent to a personal email. We have noted that in some organisations, there is staff who do not have access to a company email system, but do have access to the ESN. So these private messages could be considered anomalies.

Where should your Public/Private split be? This will depend on the type of organisation you are. For instance, a legal or advisory firm may have teams that are legally required to secure their content and discussions. Other organisations may not have such legal restrictions and therefore there is little reason to not have all messages as public.

## Business Imperative

An ESN exists for open sharing. The core value proposition is fundamentally about open knowledge sharing. The ability to secure groups or messages exists in ESN platforms to accommodate, more so than facilitate private sharing, when required. Our benchmarks have the average Public/Private split at around 74% Public.

If your Public/Private message split is down around the 50% split, you may need to consider whether the sharing principles for the ESN are being effectively communicated. If the private message use is indeed valid, you may want to consider providing an alternative platform for secure communications, leaving the ESN as an open sharing platform.

***One of the issues we continuously face is around our formal business unit 'Silos'. We know that when times are tough people tend to retreat to their home business units and share less with other business***

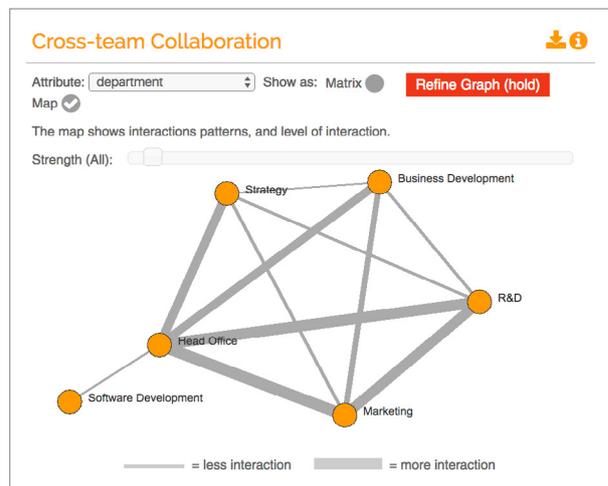
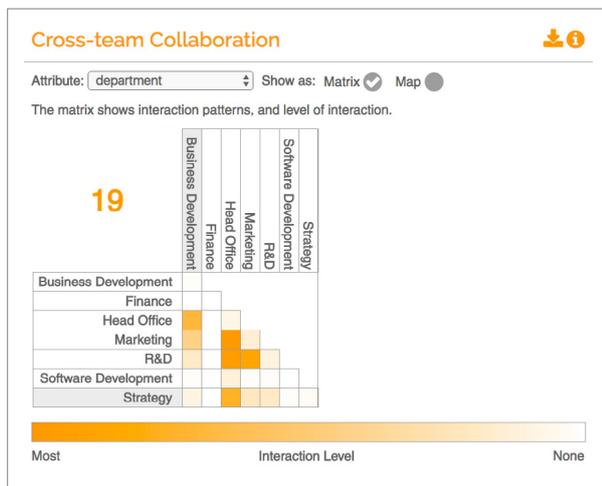
units. Sometimes we even see some units competing internally. This is precisely what we are trying to break down with our ESN. Where can we source evidence to support our impressions? Which business units are not sharing, when they should? Which units are good role models for cross business unit sharing?

### 4.3 SWOOP Cross-Team Collaboration Widget

One of the most popular SWOOP widgets is the Cross-Team collaboration widget, which is available at the Enterprise, Group and Topic levels. In essence the widget identifies the levels of interaction between selected organisational dimensions. The most common use is to identify interactions between the formal lines of business. If you have created a cross-enterprise group or community of practice, it will tell you the degree to which all divisions have been engaged. If you have a corporate initiative that has been launched with a topic hash tag, it will also tell you the degree of cross-divisional engagement.

In a typical hierarchy, we would anticipate that most interactions would occur inside the formal structures, or between divisions along a defined value chain e.g. marketing interactions with sales. Cross organisational groups or teams are usually formed to facilitate interactions across the formal lines of business. This widget provides a view into the degree to which these cross organisational teams are effective. Two representations are offered. The matrix view shades the intersecting squares by the relative interaction levels. The diagonal represents intra-divisional interactions. The map view more succinctly illustrates the degree to which different departments are interacting.

While interactions between formal departments is the most common, geographic location is also a popular dimension to explore interaction levels.



### Business Imperative

It is the apparent inflexibility and poor responsiveness of the formal hierarchy that motivates many organisations to install enterprise social networks. Formal hierarchies are designed for efficient execution of pre-determined processes. However, CEOs are now looking for more than this. [David Thodey, the former CEO of Australia's largest Telco, summed up the sentiment](#) by indicating that he wanted to short circuit the entrenched communication channels. He wanted his management team to be able to have authentic conversations with staff at all levels. Similarly, I recall a statement made by one of my former CEOs at BHP Billiton, an industrial conglomerate that was very process driven; "Silos are not bad, this is how we get work done. We just need to dig some holes in the sides!"

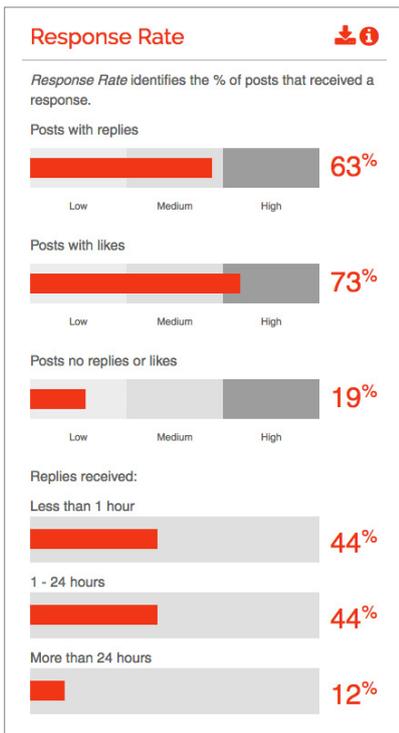
Another of our favourite thought leaders is Heidi Gardner, a former McKinsey consultant and Harvard Business School professor now lecturing at Harvard Law School. She has spent over a decade conducting in-depth studies of numerous global professional service firms. Her research with clients and the empirical results of her studies demonstrate clearly and convincingly that collaboration pays, for both professionals and their firms. In her book [Smart Collaboration](#), she shows that firms earn higher margins, inspire greater client loyalty, attract and retain the best talent, and gain a competitive edge when specialists collaborate across functional boundaries. The Cross-Team Collaboration widget enables you to measure if this is actually happening, and is one of the most important widgets connecting business outcomes with the adoption of your enterprise social network.

#### 4.4 SWOOP Personas

The SWOOP Personas have already been described at the Connecting stage. The 'Catalyst' persona is well placed to initiate sharing. ' Responders' and 'Engagers' are well placed to extend the sharing of content or broadening a conversation to a more diverse audience.

# 5. Solving

Now that we have our staff effectively connecting and sharing, we are being challenged to see how our ESN can be used to help solve real business problems for ourselves and our customers. For our customers we do have a customer call centre to address their problems. While our call centre processes are well defined, with accepted protocols for response and escalation when required, our customers still complain about our inability to solve problems in a timely manner. As to internal problems, we do often have people posting questions on the platform and we work hard to ensure that someone can provide a response. We recognise that unanswered requests will discourage requesters from returning. We can't help thinking that inside our organisation there is always someone who is able to provide the right answer. And often they may not be the obvious source. How can we best match those with challenging problems, with those that can help them?



## 5.1 Response Rate

This widget identifies the percentage of posts that have received a written 'reply' and/or a 'like', for the period selected. It will also identify the % posts that have received no response; a measure that community managers need to monitor closely. The timeliness of the response is also reported.

The Response Rate widget is available at all SWOOP reporting levels, from the individual, right through to the Enterprise overall. While not all posts are framed as problems, the response rate does reflect how responsive an organisation is overall. A response is a tangible signal of value received. In the absence of specific value stories, it is the most direct measure of value being facilitated on the ESN platform.

For the individual, a poor response rate can indicate that your postings are not framed appropriately for attracting a response. For a group, a poor response rate may indicate a lack of a critical mass of members, or inadequate community management.

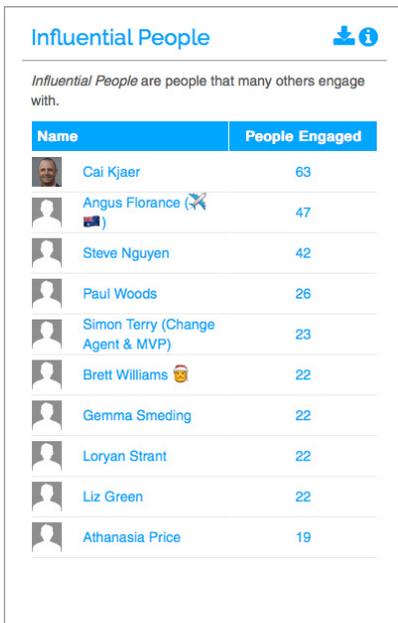
### Business Imperative

It sounds obvious, but before problems can be solved, they need to be shared. Sharing a problem can be construed as a weakness. When senior management openly share a problem, they run the risk of 'losing face'. Isn't solving difficult problems what they are being paid to do? Yet it is the senior management that need to lead the way in generating a culture for collaborative problem solving. As [David Thodey, the former CEO of Telstra](#) told us, 'Management don't know everything...we have been guilty of releasing poor policies that have taken us years to recover from'. Thodey used the ESN to share problems that required new policies, and after receiving feedback, released a new policy.

The first challenge therefore is to develop a culture which respects that sharing a problem is not a weakness but a strength of character. Think about using hash tags to monitor problems posted, and their journey to a hopeful resolution. Once problems are shared freely on the ESN, the Response Rate measure can be used to measure problems solved. Many of the online technical forms are established specifically for tracking problem resolutions. There is no reason that the ESN cannot be used in a similar way.

**That's great. It's certainly important to be able to measure how responsive we are. But if we are not happy with our response rate, how do we improve it. What is the best way to become a responsive organisation?**

## 5.2 SWOOP Influential People Widget



Name	People Engaged
Cai Kjaer	63
Angus Florance	47
Steve Nguyen	42
Paul Woods	26
Simon Terry (Change Agent & MVP)	23
Brett Williams	22
Gemma Smeding	22
Loryan Strant	22
Liz Green	22
Athanasia Price	19

Influential people, as the name suggests, are those people that are best positioned to influence others through their interactions. Platforms like LinkedIn and Twitter typically use the popularity of content published to measure influence. In LinkedIn's case, profile views contribute strongly to your perceived influence. SWOOP uses a different basis for measuring influence, drawn from the science of [social network analysis](#) (SNA). SNA bases influence measured on the size and nature of one's connections. An individual's influence in SWOOP is measured by the size of their personal network.

Your Network Map on the personal tab is a visual representation of your full network. At the Group, Business Unit or Topic level, influence is measured by an individual's network within the Group, Business Unit or those engaging with a given topic.

A network connection is formed when you interact with someone online. It could be a 'reply' or 'like' you have made to a post, or vice versa. Activity levels are not considered; only the unique connections made.

### Business Imperative

If you want to influence the activities of a group of people, the most efficient way is to engage with those that are best placed to influence them. Influence propagates through relationship links. Enrolling the influencers in your target audience can accelerate the change that you are seeking. You can aim to become an influencer yourself by looking to expand your network within your target audience. If you are identified as an influencer yourself, it is important to use your privileged location in the network to bring others into the network i.e. being the [Catalyst/Engager](#), ensuring diverse points of view are accommodated.

Influencers can play a big part in helping their organisations to become more responsive. Their central position in the network enables them to become important role models by being personally responsive to problems they see. Influencers need not be able to solve the problems themselves, but they are ideally placed to identify those in their network that can.

## 5.3 SWOOP Cross-Team Collaboration Widget

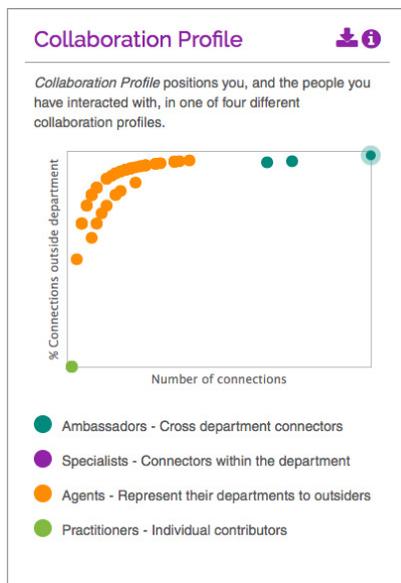
This widget has previously been described in the Sharing stage. In terms of problem solving, there will be problems that traverse the business unit boundaries. For example, a customer support problem may appear to be an operations problem, but perhaps the genesis of the problem is with Sales or Marketing, by how a product or service was represented to the customer in the first place. Also, supply chain problems are by definition, inter-dependent and cannot be solved by a single business unit. The Cross Team Collaboration widget can signal whether these cross-business unit problems are being addressed as a shared problem.

If a cross-business unit problem has been hash tagged, it is also possible to use the SWOOP Topic tab to identify where the participants in the tagged problem solving activity are coming from. Are they appropriately cross-business unit?

# 6. Innovating

*Innovation is a big buzz word in our organisation. We promised that the ESN would help us to become more innovative. We have had several competitions now looking for staff to post new ideas for improving our business. Management has helped by selecting the winning ideas and awarding the prizes. Unfortunately, many of these good ideas have yet to be implemented. What's more, we are now seeing a drop off in participation in our innovation competitions. It seems to us that we are not lacking in good ideas. Just lacking in our ability to exploit them. The people that have been providing the best ideas are usually not the right people to implement them. How can we be better at turning ideas into outcomes?*

## 6.1 SWOOP Collaboration Profile Widget



The Collaboration Profile identifies the collaboration roles that yourself and those in your network play. It can identify the best role for you in the innovation process. Your network is visually identified in your network map, as those that you have interacted with in the time period you have selected (default is 3 months).

The vertical axis identifies the % of your connections that are in different departments than yourself (Diversity indicator). The horizontal axis identifies the number of connections the individuals in your network have (Cohesion indicator).

SWOOP plots people as one of four different profiles:

- Those with a large number of diverse connections are classified as **'Ambassadors'**. They are best placed to broker connections for others. They are also well placed to facilitate cross organisational initiatives and will have been identified as 'influencers'.
- Those people with smaller, but still diverse networks, are classified as **'Agents'**. Agents are well placed to represent an idea or initiative to a cross organisational audience.
- Those people who have large networks, but limited to a small number of business units (perhaps only their own) are classified as **'Specialists'**. It's possible that these people could be seen as authorities in their field of operation.
- Finally, those with small and local networks are classified as **'Practitioners'**. They are considered individual contributors, with little influence on your network.

The Collaboration Profile is available at the SWOOP Personal and Business Unit levels. At the Business Unit level, only those members of your network, that are also in your Business unit, are included. This allows you to compare yourself against your business unit peers.

### Business Imperative

At SWOOP we have used these profiles to help individuals assess and guide their leadership development and innovation role. Ambassadors are typically visible leaders in organisations. Senior managers, or those showing potential for senior management, are likely to be classified as Ambassadors. Specialists are either comfortable with the role they are playing, or if they have senior leadership aspirations, will recognise that they may need to build more diversity into their networks, by actively looking to interact with those outside their home business units. Agents are in a similar position, if they aspire to senior leadership roles. In their case they need to grow a larger network, to spread their potential influence. The Practitioner can still be a valuable contributor, but if they have leadership aspirations, they would need to grow both the size and

diversity of their network.

The Collaboration Profile at the Business Unit level allows you to see the distribution of roles for your Business Unit peers. Ideally you would like to see at least some Ambassadors and/or Specialists in your Business Unit network, as it is these roles that tend to drive the most innovative value from your network. If we consider how organisational innovations occur, we can trace ideas emerging from places where diverse communities meet, promoted by 'Agents'. For ideas to progress into innovations, they need to be resourced. It is the 'Ambassadors' that are best placed to broker connections between the 'Agents' and line management/executives who hold the purse strings. Finally, an innovation doesn't occur until an idea is implemented. This is where the 'Specialist', with their focussed network of collaborators are best placed to exploit a supported idea and to extract the new value on offer. You can read more on this Explore/Engage/Exploit Networking concept [here](#).

The Collaboration Profile is a strategic measure. As organisations look increasingly toward digitally enabled workplaces, an individual's digital footprint will more closely reflect leadership performance and innovation. Why not get on the front foot and aim to build a large and diverse online network, through your online activities? The more ambassadors an organisation can have, the stronger its performance is likely to be.

***I can see from my collaboration profile that I'm an 'Agent', that is, someone who likes to explore for new ideas or help promote a new idea to a broader audience. I know the 'Ambassador' in my network, and no doubt I would go to them to help get an idea resourced and implemented. But this widget only tells me about my network. How can we find the important people in the innovation process across the whole enterprise?***

## 6.2 SWOOP Influential People Widget

This widget was previously described at the '[Problem Solving](#)' stage. The influential people are identified because of their centrality in a large network. They will therefore be 'Ambassadors' or 'Specialists' in the innovation process. Both roles are often undervalued in comparison to those who come up with good ideas in the first place. But an idea is only an innovation if it is implemented. And it is the Ambassadors and Specialists that are best placed to facilitate this.

## 6.3 SWOOP Cross-team Collaboration Widget

This widget has been described previously at the [Sharing](#) and Problem Solving stages. We know that radical innovations, like IBM moving from hardware supply to enterprise services in the 1980s or Apple's move into mobile telephony or an innovation failure like Kodak's failure to exploit its leading digital photography capability, requires a whole-of-company commitment. If your Enterprise Cross-team Collaboration matrix is strongly coloured down the diagonal, meaning that sharing is only happening inside the walls of the formal lines of business, then any form of radical innovation or change will not be possible. Where there is evidence of strong cross-business unit collaboration, there is more likelihood for radical innovations to be accommodated.

Incremental innovations with localised benefits however are more likely to occur inside the formal lines of business. Especially if there are strong levels of interactions inside the business units i.e. a strongly coloured matrix diagonal.

Ideally we would like to have both incremental and transformative innovations to be happening. In this case we might want to look for those business units associated with large scale change e.g. Strategy department, having a broader base of interactions, while the core operation business units are left to focus on the here and now and incremental improvements.

## 7. Closing Comments

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Enterprise Social Networking systems have had a mixed reputation since their initial introduction. We believe that immature Enterprise analytics have contributed to this situation, by limiting the scope to the activity measures commonly used in Consumer Social Networking Platforms. The value generation mechanisms for the Enterprise are not the same as for consumer social platforms. In our maturity model we identified the maturity 'wall' at the point where analytics need to move from a focus on social media to a focus on social networking. It is only when staff are connecting, sharing, problem solving and innovating, that true business value and anticipated ROI can be achieved.

The SWOOP analytics widgets address challenges at each stage of the maturity spectrum. While it can be tempting to place and label your organisation along this maturity line, in reality there will be different parts of your organisation and certain individuals that are right up there at the most mature and productive stage. However, there will also be a 'long tail' of groups, business units and individuals that are right at the other end of the spectrum.

SWOOP has been designed for use by all staff at all levels of the organisation and all stages of maturity. If you are at the very start of your ESN journey, focus on the widgets that are at your stage of development. This does not mean that you shouldn't look ahead at the widgets aligned at the more mature stages. Look at some of the more mature groups and their performance measures. Use these results as targets or goals for your own less mature group. At an individual level, monitor your own SWOOP Network map. Is it growing? Is it becoming more diverse? Is it becoming more cohesive?

We hope that this e-book has helped you appreciate how your organisation can grow with SWOOP, to be that agile innovating Enterprise that we would all want to be part of.

