

**SOCIAL NETWORKING REDO – HOW CAN A FAILED COLLABORATION IMPLEMENTATION BE SUCCESSFULLY RE-LAUNCHED? CAROL ROZWELL, VP, DISTINGUISHED ANALYST, SOCIAL SOFTWARE AND COLLABORATION, [GARTNER, INC.](#) WITH SUE NEWELL, CAMMARATA PROFESSOR OF MANAGEMENT, [BENTLEY UNIVERSITY](#) (MODERATING)**

---

Group 1

Recommendations:

- Search needs to be part of strategy
- Promote value of tools using use cases and guidelines for what to use when
- Real-time dialog with users to get issues and respond quickly
- Assign someone to look at content to weed out the junk (curation and monitoring)
- Fun factor - must be part of workflow, policies but there also needs a "fun factor" intuitive, personal
- Must have community management
- Phase in - focus on friendly groups for the first rollout, then expand (other version is rollout to groups that work together)

Group 2

Recommendation:

- Revisit why did we want this, why is it not working and what can we do.
- What to use, when
- Make sure everyone has easy access to the selected tools
- Need someone to 'bat cleanup' - share the pain
- Reward people for the work - there are committed people that do it because
- Give up the notion that collaboration means everyone has to talk with everyone else all the time. Determine when small group collaboration is important and what needs to be shared with all the people in the organization.
- Reverse mentoring - let new people team with more experienced workers
- Must deal with the reluctance to share IC - there are nuances to sharing. Scientists with hunch vs. knowledge hoarder.
- Etiquette of SN - we've learned with email, now need some new guidance for SN

Group 3

Recommendation:

- Go back to understand what adoptors liked, what not adoptors did or why did not use it
- Look to see if there was customization or integration needed
- Examine purchase process to make sure users were appropriately involved
- Work the tool into the workflow. Explore how a tool would be an extension of how people work
- Make it part of job requirements to use it (Shut off email and any other stuff that can be used to force people to use the platform.)
- Create a plan to get critical mass - essential for social apps (beyond initial marcom)
- Need a plan and process for extracting the information that needs to be saved for reuse (this is a little hierarchical. Shouldn't tagging help this?)
- Explore how a tool would be an extension of how people work
- Templates that auto populate critical fields - but must be held to a minimum
- Create some small initiatives going to get to critical mass - not really one bucket of critical mass, but groups who collectively form a critical mass.

- Why re-launch? What is the business circumstance that necessitates the use of the tools.  
Find the thing (killer app) that gives the tools the purpose.

Submitted by:

*Carol Rozwell*

VP, Distinguished Analyst  
Social software and collaboration  
Gartner, Inc.  
+1-508-651-9806  
[carol.rozwell@gartner.com](mailto:carol.rozwell@gartner.com)  
[My Twitter Page](#) [My Gartner Blog](#)