Mitigating Real or Perceived Risks
A Pro-active Approach for Dealing with Naysayers and Critics

Bart Schutte and Kevin Jones
Presenters

Bart Schutte
- Director, Web & Architecture, Saint-Gobain
- Schutte.bart@gmail.com

Kevin Jones
- Social Media Strategist, NASA / MSFC
- kevin@engagedlearning.net
Mitigating Real or Perceived Risks
A Pro-active Approach for Dealing with Naysayers and Critics

- Tips and techniques for dealing with Naysayers and Critics
- Creating and championing policy decisions that support ‘open’
- How to be successful in anticipating and addressing real or perceived risks from your key global stakeholders
- Mitigating risk by partnering with key stakeholders
- How to leverage the combination of reporting, automation and engagement to address concerns (i.e. abuse reporting, etc)
- Leveraging community management and user advocates to promote real-time awareness and user supported governance
What are the risks you see/fear?
Executive

- I want the benefits of
  - Innovation
  - Efficiency
  - Collaboration
  - Time to market

- But I worry about
  - “Social Software” tools are not serious (we aren’t paid to be social)
  - These tools will cause people to waste time
  - How can I control the time people spend using these tools
  - People will use these tools for non-business activities (how to control)
  - These tools cost more than the benefit they bring
• I want the benefits of
  – Being able to attract talent because of the quality of our toolsets
  – Being able to retain talent because of the quality of our toolsets
  – Culture-shaping through tools that stress transparency, equality, …
  – Employee efficiency from effective tools

• But I worry about
  – Personal Data issues
  – Liability issues around employee data and actions
  – Fear that people will say things they shouldn’t
    ▪ politically incorrect
    ▪ Confidential
  – People will rail against the company
  – I will give a communications channel to the workers' councils
Manager

• I want the benefits of
  – Global coordination
  – Network-enabled team
  – Efficiency
  – Innovation

• But I worry about
  – I will lose the control that comes with hierarchy and owning the communication channel
    ▪ I own information (this gives me power)
    ▪ I filter information (this gives me control)
  – I will lose the automatic credibility and reputation that comes from position
  – My staff will surpass me in visibility, credibility, reputation
Employee

• I want the benefits of
  – Greater visibility for myself
  – Greater access to information; transparency from my company
  – Greater access to resources, expertise, and information

• But I worry about
  – That what I say and do can be used against me
  – That what I say and do won’t be used in my favor
  – That I will be pressured to participate and judged badly if I don’t
  – What others say and post about me, and my ability to control what is said
  – The tags and ratings others attach to me or my content
  – That my confidential information will be compromised, made visible
Perceived and Real Issues

**Real Issues**
- Employee Rights Issues
- Personal data protection issues
- Company Liability for
  - Employee Rights issues
  - Personal Data Protection issues
- Control challenge for managers
- Confidentiality concerns
- Workers' Council issues

**Perceived Issues**
- There is no clear ROI/Business Justification
- E20 is a waste of time
- Inappropriate content
- Accuracy of Information
- Participant's Age or Ability
- Unsupportive Culture
- Controlling the content
- Information Overload
- Employees will abuse system and waste time
On Issues and Solutions

• It’s all about People
  – Most issues are emotional – regardless of the subject
  – And while all of these issues are real…
  – None of them are new
    ▪ Think, “How do you deal with this situation now? The answer with social software is the same.”
  – But the speed and ease of web 2.0 makes the risk and the need to address them more urgent

• Solutions can be found to all of these issues
  – The solution will be specific or adapted to your organization based on
    ▪ Culture
    ▪ Legal context / global context
  – Not all issues need to be addressed before you go-live
Addressing Real Issues

**Real Issues**

- Employee Rights Issues
- Personal data protection issues
- Company Liability for
  - Employee Rights issues
  - Personal Data Protection issues
- Control challenge for managers
- Confidentiality concerns
- Workers Council issues

These issues largely concern HR and Legal

Address them through a governance organization composed of HR, Communication, IT, and Business (Legal works for HR and/or IT)

**Approach:**

- Sit-down with the Legal and HR,
- explain to them the context,
- give examples of what others are doing,
- make it their job to take a position on the issues and to implement the policy (this tends to calm their enthusiasm for significant effort)
Addressing Perceived Issues

Address issues directly with stakeholders
- Anticipate the issues (create your list)
- Have prepared answers
- Refer to the real experiences of others

Create and Champion policy decisions that support “Open”
- Open means trusting users first and controlling only when the problem has become real
- Evaluate the real risk and potential impact. It is often less than we think

Use senior champions to carry your message of openness

In general:
- Use the community to monitor and auto correct
- Report on issues that are not sufficiently addressed by the community

Perceived Issues
- There is no clear ROI/Business Justification
- E20 is a waste of time
- Inappropriate content
- Accuracy of Information
- Participant’s Age or Ability
- Unsupportive Culture
- Controlling the content
- Information Overload
- Employees will abuse system and waste time
The Legal Context

- **Global Context**
  - There is no common international law on these issues
    - What is sensitive data
    - Obligation regarding workers' councils
    - Corporate liability
  - There are regional and bi-lateral agreements
  - Your company will have to decide how it will address these issues

- **Workers’ Council Issues**
  - Rules appear most strict in Germany
  - Any change to work environment or terms of work require Workers’ Council approval (councils are very fragmented, so have to deal with many)

- **Personal Data Protection**
  - Since users post their own information, this is not usually an issue
  - Logs information that the user does not see cannot be used to gather information on individual behavior or actions
Managing Correct Behavior

• Have a user charter
  – Always best if existing charter is used
  – Any new charter needs to be approved by workers councils
  – Keep rules light, common sense, and avoid “legalese” and “fear”

• Employee Rights
  – Must have ability to correct and request the removal of content
  – Have a system for raising “whistle blowing” alerts to incorrect behavior
  – Go overboard in reassuring users
  – Have clearly stated policies on how participation (or lack of) will not be used in performance evaluations, etc.
  – Address real concerns about them feeling pressured to participate
Questions