

From the Publisher's Desk



Is all the hype around Social Networks just irrational exuberance? Will they be anything more than a footnote in Internet history? What's the value proposition for business? In this issue, our experts tell us if social networking is just another blip on an already crowded screen.

In our first article, "Enterprise 2.0 and HR: Realizing the Potential" by Evan Metter, Vlad Gyster and Rob Lamson of Towers Perrin, the authors address challenges that companies face today with robust enterprise-wide adoption of social media. The entrance of the New Millennial generation into the work force in the coming years will only drive this trend at an increased pace. However, success depends on the successful execution of a well-thought-out change management program wrapped around technology deployment. And, HR is the best (and perhaps only) natural agent to develop and deploy such a program.

Next we have an interview with Cara Beck, who leads global leadership development at Starbucks Coffee Company where they put Web 2.0 in Practice. Beck discusses why social media was a right fit for their organization, how they implemented it and with what goals. She also describes the adoption rate for these technologies and what measures they took to encourage change management. In the future, they plan to expand the site to be the primary gateway for learning resources, utilizing existing and new social media functionality to teach and transfer knowledge around topics such as onboarding, coffee and tea, product promotions and more.

In "A Social Networking Adventure" by Tom Maras of cfactor®, the author takes us along on a journey with Joe to career success through a new, fresh way of approaching the work force and its interactions. It is worth noting the various changes in Joe's career as he gets hired, promoted, further educated, promoted again and reassigned overseas – making the best use of social media resources and social networking within communities. From securing a car pool on his first day at work, to a coping mechanism to deal with his separation from his employer while on educational leave, to his ultimate post as the general manager of European operations, Joe takes full advantage of his company's resources in pursuit of his maximum career growth and success.

In our next article, Brian Sommer and Katherine Jones bring us "The Ying/Yang of Professional Services: What Makes Project Success – Talent or Technology?" Can good – even great – technology guarantee the success of a project? The authors' research indicates that project management technology does not ensure project success, however there are some caveats. Good, easy to use technology can help in keeping track of resources and progress for individual projects or portfolios; technology thus may make project/portfolio management easier for leaders who are already performing well. The skills required in the people used for project execution do not seem to be affected nor improved by the use of technology. It is conceivable that stellar project managers are born – not developed in-house.

Our next feature, "Enhancing Employee Engagement: A Validation Study in Venezuela" by Edward Hoffman, Ph.D., Yeshiva University and Jean-Yves Simon, M.A., Universidad Central de Venezuela and Fernando Ortiz, Ph.D., Alliant University, reports the authors' findings on a research study of 48 professionals in Venezuela pursuing graduate business degrees. The professionals were administered the Hoffman Vocational Values Scale (HVVS), a measure of employee engagement derived from Maslow's model of self-actualization. In concrete terms, the findings strengthen the importance of the HVVS as a tool for HR professionals globally in assessing and increasing employee engagement. Both in coaching individuals toward more successful careers and in raising organizational morale, this tool offers a practical, easy-to-administer instrument across cultures and continents.

"The New Multi-Dimensional Talent Force: Multi-Local Differences" by Karen Beaman, Jeitosa Group International, describes approaches and tools that companies can adopt to better support the modern, virtual worker and to increase management effectiveness in today's global, digital age. The author explores the impact that differences in locality have on our ability to collaborate and work effectively across the modern organization: the challenges of location (on-premise to off-premise), characteristics and needs of broad groups of workers in varying locations; collaboration (from tangible to intangible) – and the interaction of lo-

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cation and collaboration, and methods, processes, tools, and management strategies that can enhance communication across the company's entire global work force.

In "Social Media: Chains Dissolving into Links and Creating Communities" by David Zinger, M.Ed., the author tells us that Social Media and Web 2.0 are certainly more than fads or Generation Y spending countless hours on Facebook and YouTube. These tools are changing the way we think and work. The thinking shift involves moving from "me" to "we," and work involves a much greater integration of conversation and community. The article provides many rich resources for learning about social media and how it can be effectively incorporated into your business model.

"Social Capital: the Key to Success for the 21st Century Organization" by Valdis Krebs of orgnet.com, rounds out our issue on social media and networking. Krebs writes that Human Resources used to focus only on within-employee factors. The new competitive landscape requires focusing on between-employee factors, the connections that combine to create new processes, products and services. Social capital encompasses communities of practice, knowledge exchanges, information flows, interest groups, social networks and other emergent connections between employees, suppliers, regulators, partners and customers. Social capital is what connects various forms of human capital. It is these patterns of connections that produce advantage for one group and constraint for another. In the networked economy, the one with the best connections wins!