



June 2016

HOW TO TAME A LION:

WHAT IT TAKES TO LAUNCH AN ENTERPRISE SOCIAL NETWORK THAT STICKS

Presented by Rita Zonius
Head of Internal Digital Communications
ANZ

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TRYING A NEW WAY OF WORKING – LIKE TAMING A LION



“... lion taming makes for a great metaphor ... Taming a lion means approaching something intimidating and powerful and using your wits and learned strategies to disarm the beast.”

Debra Ronca – howstuffworks.com

FIRST – WHAT’S SO SPECIAL ABOUT ESNS ANYWAY?

Knowledge workers’ equivalent of moving car assembly line

**“Interaction workers”
spend 28% of workdays
writing or
responding to e-mail¹**

**ESN “power user”
companies achieve
stronger results than
companies dabbling at
the edge²**

**ESNs can help lift
productivity 20-25%¹**

**ESNs unlock the
“wirearchy”**

**Digital players are
developing a new
generation of social
tools for enterprise use²**

Source:

1 McKinsey Global Institute: “The social economy: Unlocking value and productivity through social technologies” July 2012

2 Jacques Bughin, McKinsey Quarterly: “Taking the measure of the networked enterprise” October 2015

3 Jon Husband: “From Hierarchy to Wirearchy: the future of workplace dynamics” 2001

THE OPPORTUNITY FOR ANZ

Where we were:

**Executive-led
communications**

**Executive
agenda**

Structured

Top down

Push out to employees

**Meetings, newsletters,
Max (intranet) pages**

Working in silos

Where we are going:

**Discussions - broad
participation**

**Shared agenda
(employee/executive)**

Spontaneous

Multi-directional

Invite employees in

**Blogs, wikis,
constant conversation**

Solving problems together

REACH OUT - LEARN FROM ESN EXPERTS



Community Roundtable

@TheCR FOLLOWING YOU

Dedicated to advancing the business of community. We run TheCR Network, a peer network for cmtly & #socbiz leaders facilitated by @jimstorer & @rhappe



Dion Hinchcliffe

@dhinchcliffe FOLLOWING YOU

Chief Strategy Officer, business strategist, enterprise architect, keynote speaker, book author, blogger, futurist on #socbiz, #digital. @7SummitsInc & @ZDNet



Jeff Ross

@JeffKRoss FOLLOWING YOU

Community Strategist, enterprise social network #esn expert, founder/host of



Paul Miller

@paulmillerays

CEO and Founder, Digital Workplace Group. Author 'The Digital Workplace'.



DWG

@DWG FOLLOWING YOU

Digital Workplace Group (DWG): Independent expertise for #intranet &



Dionne Lew

@DionneLew FOLLOWING YOU

#SocialCEO Social Executive@ keynote speaker, author @Wiley @Forbes Kred top 1% write @underneathness love ideas, naively optimistic amazon.com/The-Social-Exe...



Jeremy Scrivens

@JeremyScrivens FOLLOWING YOU

Ecosystem Innovation Catalyst: Positively disrupting workplace cultures to collaborate & co-create at scale #FOW #innovation #culture #disruption #engagement



John Stepper

@johnstepper FOLLOWING YOU

Author of Working Out Loud - available



Joanna Belbey

@Belbey FOLLOWING YOU

Helping regulated firms get social while



Simon Terry

@simongerry FOLLOWING YOU

Change Agent. Making the future of work



Virpi Oinonen

@voiononen FOLLOWING YOU

Author of Internal Social Networks The Smart Way Businessgoessocial.net & a business cartoonist Businessillustrator.com



Jon Husband

@jonhusband FOLLOWING YOU

Wirearchy - organizing principle for interconnected participative era. Implications for biz models, org structures, leadership & mgt. development

FOCUS ON BUSINESS BENEFITS RELEVANT TO YOUR ORGANISATION



**Increase
productivity**

**Improve
engagement**

**Reduce
project
costs**

**Build accessible
repository of
knowledge**

Avoid duplication

*max***Connect**

Reduce travel costs

**Increase
revenue
streams**

**Identify talent
for roles**

**Crowdsource
from 50k minds**

**Reduce call volumes
& wait times**

START AS YOU INTEND TO PROCEED

MAX

News

Future ready begins on the inside

Published : 15.12.2014 12:23 PM | Audience : Global

Mike Smith

Before the year closes I want to update you on some of the next steps we are taking on our path to becoming a leading, social-enabled business.

In the past year we have opened LinkedIn for all staff and Twitter in many areas, released a **Social Media Playbook** to guide our decision making and trained close to 200 Social Media Ambassadors to build our capability across the organisation.

This is all good progress and we need to keep building momentum. Social and digital must become completely integrated in what we do and in 2015 you will notice us take a number of steps to help us more rapidly build our capability.

A new internal collaboration tool: MaxConnect

In 2015 we are introducing a new collaboration tool that will change the way we work for the better. MaxConnect will enable us to collaborate and connect with each other in real time across all of our businesses and geographies. We know from your feedback through our 2014 My Voice survey that this is important to you. You can expect to hear more about MaxConnect in the first half of next year.

Developing social capability within our workforce

We recognise that across our workforce we have different levels of social media capability. There's no 'one size fits all' when it comes to social media. Here are three broad types of social media users: **Listeners, Sharers and Experts** – that should help you decide what role you want to play.

Opening access to Facebook

In February we will open staff access to Facebook.

The way our customers are accessing our services is changing. The competition is becoming more effective. We make the shift begins on the inside so I ask you to build our capability and encourage it in a variety of ways.

Listeners, Sharers, Experts



What's your role on social media?

There's no 'one size fits all' when it comes to social media.

Here are three broad types of social media users: **Listeners, Sharers and Experts** – that should help you decide what role you want to play.

Who has social media access?

Facebook



Join Facebook

- Get started with our Facebook quick guide (250KB)
- Follow ANZ's Facebook pages
- Facebook Launch FAQs

LinkedIn



Join LinkedIn

- Get started with our LinkedIn quick guide (188KB)
- Six reasons to join LinkedIn
- Follow the ANZ Company Page on LinkedIn

Twitter



Join Twitter

- Get started with our Twitter quick guide
- Learn about ANZ's Twitter approach to customer service
- Four steps to Twitter success

Senior supporters demonstrate commitment to the ESN

Steering Committee to ensure you realise business benefits

Strong project team to deliver

Good governance, especially if you are in a regulated industry

Consider all risks and issues - mitigate them

The screenshot shows the ANZ News page with a navigation bar at the top containing links for News, ANZ, Strategy, People, and Work. The main headline is "Accelerating our enterprise approach to social media" published on Wednesday 4 September 2013. The article text discusses the company's commitment to social media, mentioning a recent Board visit to the United States and the introduction of a new Max platform. A photo of Mike Smith, Chief Executive Officer, is included. The page also features a search bar and a "Have you selected the correct 'country' and 'business area' on the Max homepage?" prompt.

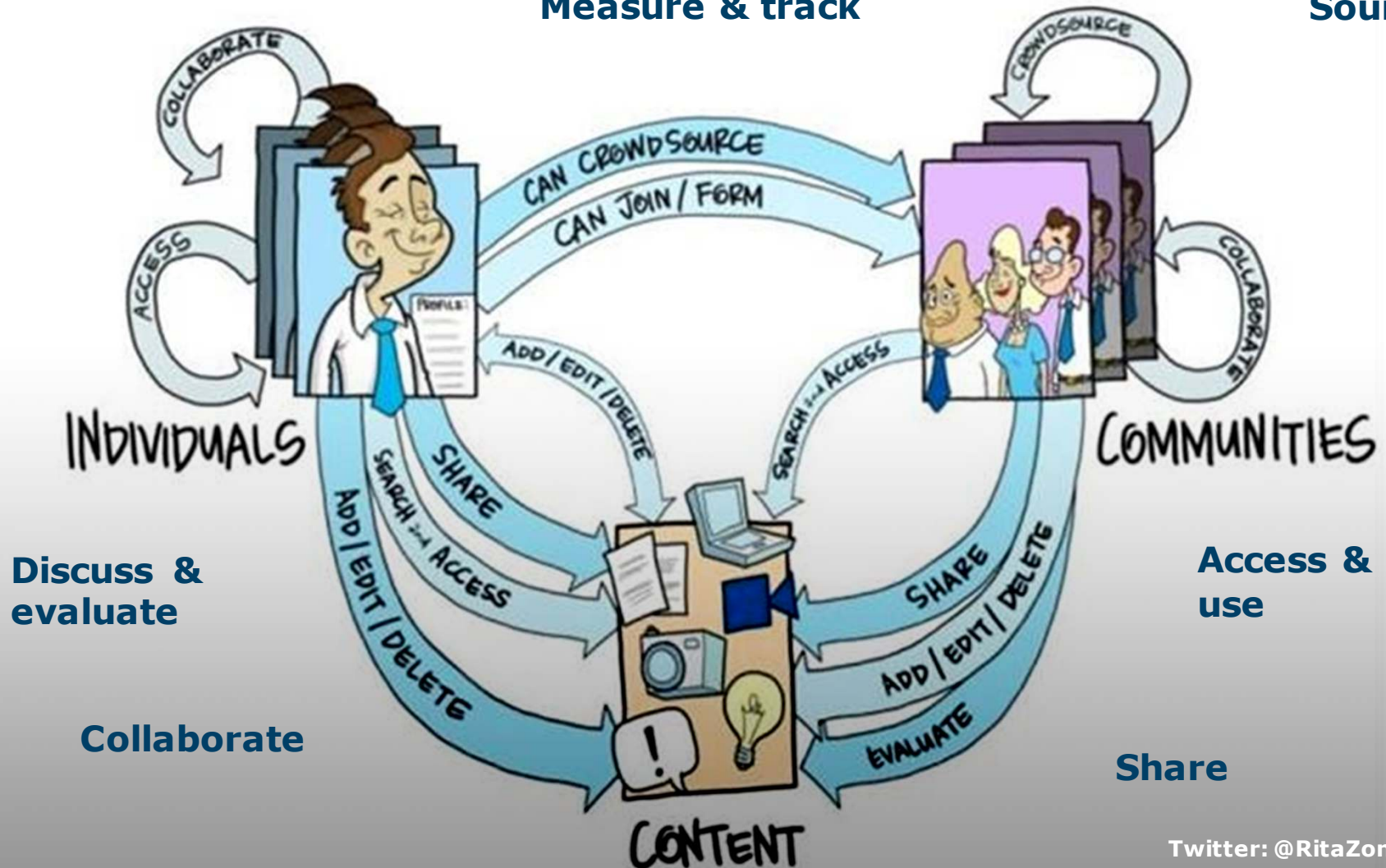
Twitter: @RitaZonius

LEAVE NO STONE UNTURNED IN GATHERING REQUIREMENTS AND CHOOSING THE RIGHT VENDOR

Create

Measure & track

Source



NOT JUST A TECHNOLOGY PROJECT – IT'S A BIG CULTURAL CHANGE

Consider how you will tackle:

"It doesn't apply to my business"

"It's just the same as email"

"It's not really work"

"It's for younger employees"

"I'm too busy"

"People will do the wrong thing on the ESN"



DEEP, TRANSFORMATIVE CHANGE TAKES TIME AND NEEDS FOCUS

Broad enterprise-wide change activity

Extensive, multi-channel communication campaign to inspire, motivate, educate
Longer term innovation rallies and recognition to bring crowdsourcing to life

Best practice activation of key success factors:

Leaders

- Senior briefings for ExCo teams and beyond
- 'Train the trainer' session & materials to help Comms Managers & Champions support leaders
- Executive Leader Guide

Champions

- Hundreds of employees globally are committed to be advocates and super users
- Deep dive training and information
- Ongoing engagement, recruitment and education

Communities

- The heart of internal collaboration
- Community Manager training provided and online training module deployed
- Clear community objectives are mandatory including success measures

Enabling

- Information packs and quick reference guides free our people to guide their own learning
- Ongoing interactive training – adjusted in response to demand
- Light on control and prescriptive guides

WHEN LEADERS VALUE THE ESN YOUR PEOPLE WILL TOO

ANZ's CEO writes and posts #NotAnotherLeaderBlog



Elliott, Shayne: What is on your wish list for ANZ?

As I sit on the plane on my way home after a week seeing some of our key owners in London, Chicago, Boston and New York, I thought it was worth reflecting on their observations about us, and sharing what we told them. Plus there has been time in trains, planes and automobiles between meetings to reflect on the organisations I admire and what we can learn from them.

The investor view

We met around 25 of our largest institutional shareholders on this trip – some long term holders, some newer. They have all done their homework and know a lot about our markets and our performance to date. None of them are shy in expressing an opinion on what they like and where they think we should do better. Given that they own the place, we should listen intently to what they have to say. In summary, their expectations are:

- * Strategy is important but how well we execute it is everything
- * Great teams and businesses adapt quickly to changes in the environment
- * Simplification ...[show all](#)

2 months ago **Unlike** **Comment** **Follow-up** **More** **Add to Knowledge Base**

You and 447 others like this.

[View all 129 comments](#)



Stuart-William, M My wish for 2016 is to see us implement a way to communicate via a more engaging video content medium to be able to share complex or personalised information with staff across our large geographical spread. I believe this medium of communication will assist change initiatives to be better embedded within the organisation and lead to greater awareness and confidence in our product offerings. It will also free up the time and cost that is involved in delivering this information in person thereby delivering cost saving benefits.

6 days ago **Like**

[Delete](#)

Wright, Magnus likes this.



Seidel, C Hi Shayne thank you for this opportunity. My wish list is for EA's to be able to see what career pathways are available for us at ANZ.

about 24 hours ago **Like**

[Delete](#)

No lifehack – it's a hard slog of briefings

Visible, authentic leaders are engaging

Listening to the right conversations = gets leaders to the heart of issues quickly

Identify opportunities for an 'a-ha' moment to happen

Encourage leaders who 'get it', support those who don't

poll



Boss, Matthew asked a question: [@\[Products & Marketing Australia\]](#): Cast your vote! I'm #volunteering my time, skills and knowledge for an initiative called 52 Leaders, which gives charities the opportunity to pitch for help with a project at their organisation.

Help me to decide which charity to support - take a look at the opportunities [here](#) and cast your vote below.

The 52 Leaders initiative saves charities an estimated \$2 million through donated time and expertise. As the executive sponsor for ANZ Australia's volunteering program, I'm looking forward to using my #VolunteerLeave for such a fantastic cause.

@ANZ in the Community #volunteering #volunteer

- ☐ [\[redacted\]](#) - Develop digital/social media strategy
- ☐ [\[redacted\]](#) - Advice on [redacted] event
- ☐ [\[redacted\]](#) - Advice on digital/social

Twitter: @RitaZonius

BUILD A NETWORK OF SUPPORTERS TO LEAD THE CHARGE



The Kiosk is open!!

The MaxConnect gurus are running another MaxConnect information kiosk today until 14:30 on Upper Ground at 833 Collins St!

Come to find out what all the fuss is about and ask any questions you've been holding onto! You can also win an Apple iWatch so make sure to come down and find out how!

Happy #MaxConnecting! #NewWayToWork

@[MaxConnect Champions] @[MAXConnect Help and Support]



edited
2 days ago Like Comment
20 people like this.
[View all 7 comments](#)

MaxConnect Champions – our advocates on the ground

Provided them with early access and training

Eyes, ears and supporters on the ground

Welcome! This community is a place for MaxConnect Champions to:

- Connect with each other
- Provide support to one another
- Grow and share knowledge
- Hear and respond to calls to action (eg, help with launch activities or information sessions)

It's your home of information about the ongoing role of the MaxConnect Champions Network, as well as being somewhere to share your experiences and learning with fellow Champions.

This is the place to talk about successfully helping your colleagues get started on #MaxConnect and a #NewWayToWork, and share your ideas for this powerful business tool.

We will all have different experiences, please be respectful of everyone's point of view! Remember to let us all know when you help others by tagging #MaxConnectChampion.

Your role as a MaxConnect Champion:

Twitter: @RitaZonius

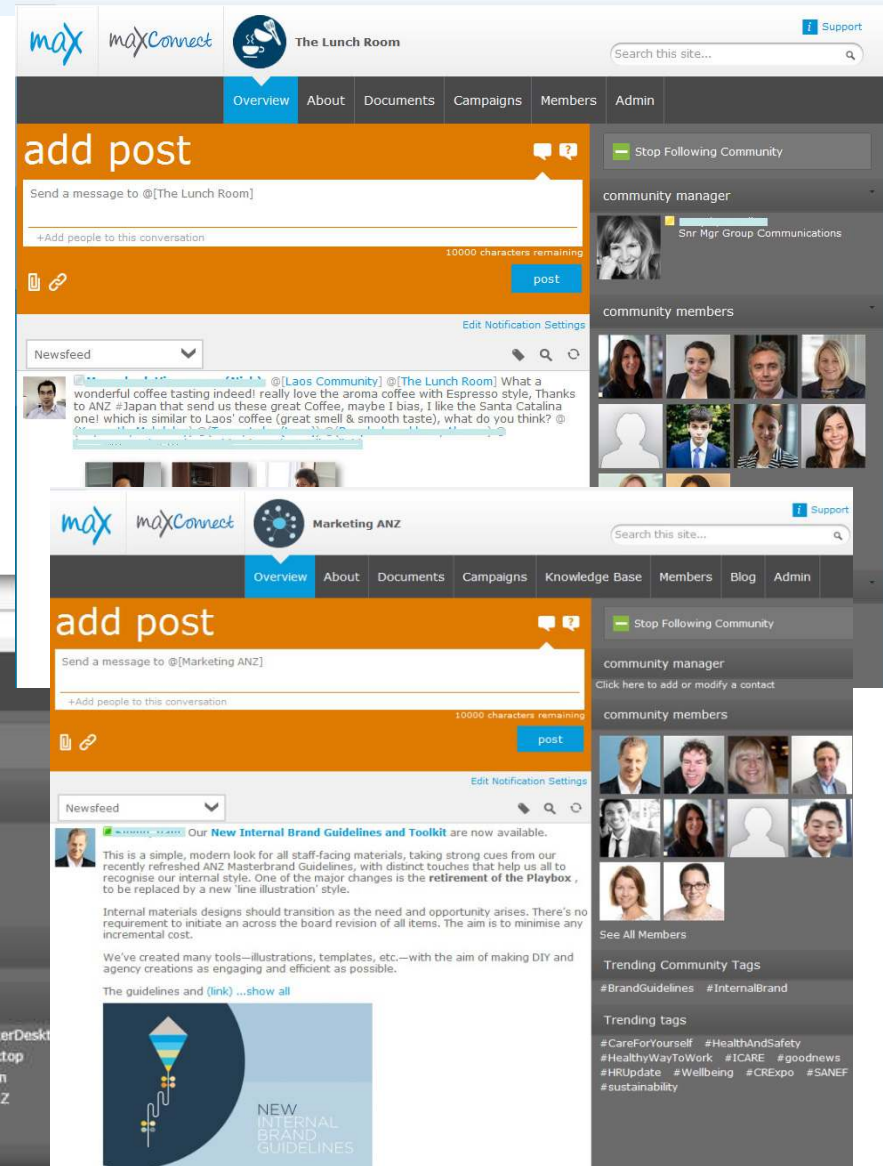
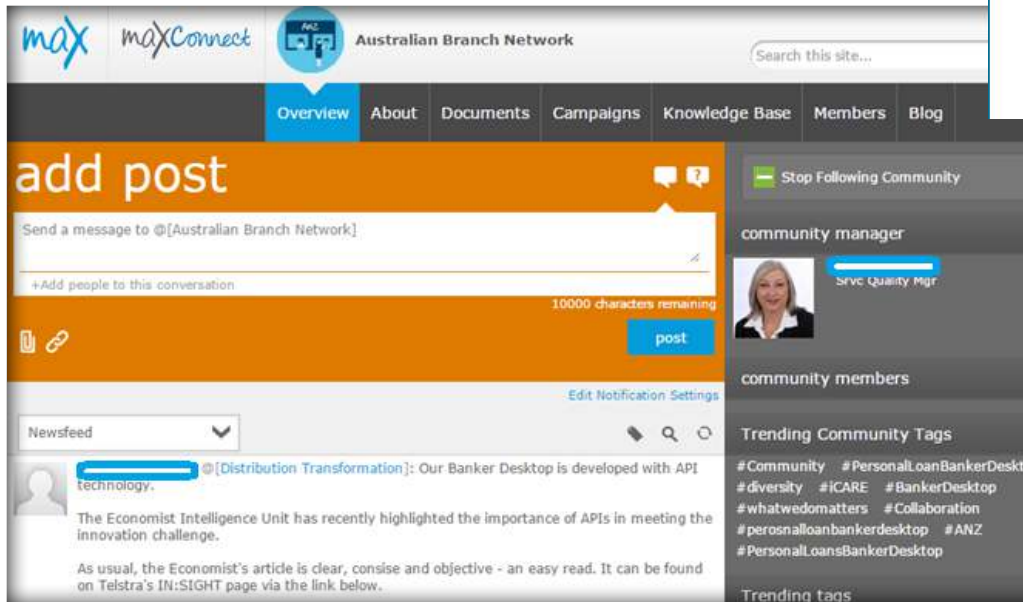
COMMUNITIES – WHERE THE MAGIC HAPPENS

Clear objectives and strong use cases a must

Community Managers assigned and trained

Steer away from duplication and replicating business silos

Informal groups - DIY



COMMUNITIES – REACH AND ENGAGEMENT

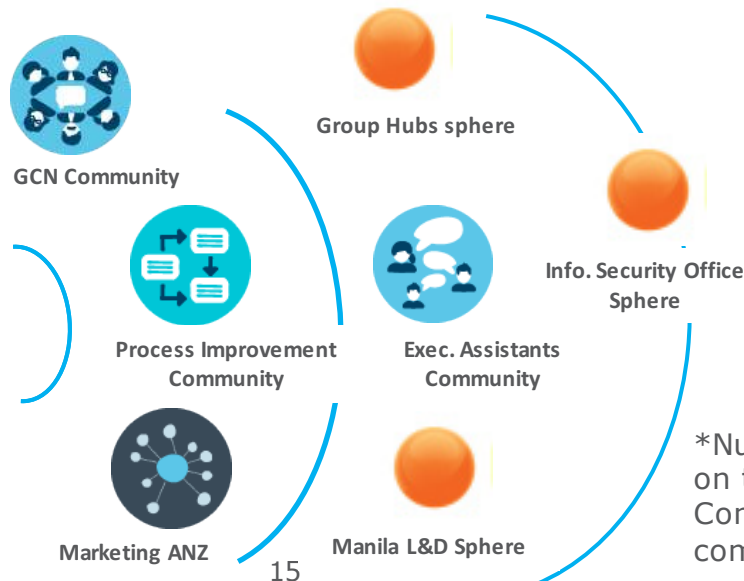
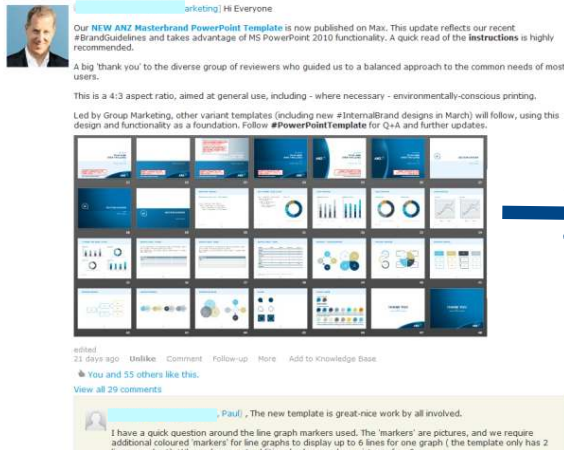
Group Marketing shared updates to ANZ's Masterbrand Guidelines via MaxConnect.

Snapshot

*At 08.04.2016

- ❖ **65** likes
- ❖ **38** Comments
- ❖ **525** clicks from MaxConnect to Max (document source – Masterbrand Guidelines)
- ❖ Conversation has continued for more than **1 month**
- ❖ Reach of approx. **2,610*** people based on sharing with social groups (excludes networks related to the people who like and commented on the post)

Reach



The post reached approx. **2,600+** staff.

*Numbers are approximate, based on the follower counts of the Communities & spheres tagged in comments.

Twitter: @RitaZonius

COMMUNITIES – CROWDSOURCING IDEAS

Campaign used in the *Max to the Max* community to crowdsource ideas and gather votes on options for refreshing the homepage of Max, ANZ's intranet

The screenshot shows the #MaxRefresh campaign page on the Max community intranet. The page has a dark navigation bar with links: GCN Newsfeed, About, Knowledge Base, Members, Campaigns (active), GCN Calendar, and Admin. The main content area features the #MaxRefresh title and a voting notice: "Voting is now open until midnight 4th April 2016. You have 25 votes each so make sure you use them all up. You can allocate all 25 votes to one idea if that's all you like or you can spread the votes over a few different ideas. Have fun voting!". A red banner states "Idea submission is closed." Below this is a "show: Newest Ideas" filter and a search bar. Two ideas are listed: "3 stories in 1 rotator image" with 6 votes and "Tiled approach to the stories" with 17 votes. Each idea includes a description, a "remove your vote" button, and links to comment and view details. The right sidebar contains sections for "trending keywords" (empty), "top ideas" (empty), and a list of ideas created by "j. z. z. z. z." with 4 days ago, 6 days ago, and 6 days ago. The bottom of the sidebar has a "campaign management" link.

GCN Newsfeed About Knowledge Base Members Campaigns GCN Calendar Admin

#MaxRefresh

Voting is now open until midnight 4th April 2016. You have 25 votes each so make sure you use them all up. You can allocate all 25 votes to one idea if that's all you like or you can spread the votes over a few different ideas. Have fun voting!

Idea submission is closed.

show: Newest Ideas

3 stories in 1 rotator image
Submitted by [j. z. z. z. z.](#) 4 days ago
Maximize the rotator by having 3 stories in 1 image. Also good to have 'icons' to show users where it will take them (Bluenotes, Max or directly to a MaxConnect post)... [\(more\)](#)
[Comment](#) | [View Comments \(1\)](#) | [View Details](#)
6 votes
[remove your vote](#)

Tiled approach to the stories
Submitted by [j. z. z. z. z.](#) 4 days ago
Last one from me I promise :-))I've created this one based on some of the feedback Darren gave on my last one as well as incorporating a new concept. We could also... [\(more\)](#)
[Comment](#) | [View Comments \(6\)](#) | [View Details](#)
17 votes
[remove your vote](#)

trending keywords
There are no items to display.

top ideas

Created by [j. z. z. z. z.](#) 4 days ago
88 votes 6 comments
Tiled-approach to the stories

Created by [j. z. z. z. z.](#) 6 days ago
50 votes 2 comments
Feature videos

Created by [j. z. z. z. z.](#) 6 days ago
50 votes 4 comments
reduce rotator image size

campaign management

GOOD COMMUNICATION AND EDUCATION WILL MOTIVATE PEOPLE TO USE THE ESN

Using # Hashtags



#KEYWORD

just add one of these in front of one of these

Hashtags are terms, words or phrases that are used to improve topic searches. They help you find information and expertise quickly.

When you place the # symbol before a keyword or phrase - for example #keyword or #keyphrase - you create a searchable tag for example #makingcustomershappy

1 FILTER

You can filter your newsfeed by clicking on a hashtag that matches the posts in your Newsfeed.



3 SEARCH

Use the Search icon to find specific hashtags.

You can follow a hashtag and get the post notification. Choose topics that are of interest in the Interests field in Your Profile.

Follow a hashtag



To follow a hashtag, go to 'Settings' (via My Newsfeed) > 'Notifications' > 'Instant' and add the 'tags' or terms you want to follow in the 'subscribed tags' box.

#NewWayToWork

The role of a community manager

Takes the lead

- Draws on and develops content for the network
- Monitors relevant external conversations on other social networks
- Connects members
- Brings the outside in

Heart of the community

- Encourages and motivates

Community

- Engages with members and
- Generates discussion

Ten good reasons to MaxConnect

1 Collaborate

Connect and collaborate with colleagues in real time, across multiple geographies and time zones.

2 Innovate

Share ideas and insights with colleagues to drive innovation.

3 Search for experts and peers

Get answers to real time from subject matter experts. Find your peers and share what you know across the organisation.

4 Connect customer opportunities

Quickly connect customer opportunities to relevant business areas without needing to know who to refer to. Increase cross-border client referrals and cross sell opportunities.

5 Reduce email

Post answers to questions or queries who can help without creating more email traffic.

6 Reduce duplication

Build on reusable and accessible knowledge rather than storing information in individual folders or personal email accounts.

The golden rules of MaxConnect

Connect.
Share.
Lead.

Personal responsibility

You are responsible for everything you put on MaxConnect including comments, posts and likes. Be mindful of how what you write may be read by others across the organisation all around the world.

Information for internal use only

Information on MaxConnect is for internal purposes only. Don't publish confidential or sensitive information that includes customer information and only publish content that can be shared on ANZ's global intranet (Max) in line with ANZ's Internal Classification Policy.

Keep it professional

Think of MaxConnect as an extension of your workplace and behave in a professional manner. Please, no hate speech, no harassment, no bullying, no discrimination, no sexual harassment, no inappropriate language, no inappropriate images, no inappropriate links, no inappropriate content.

Be respectful

As you would in any workplace situation, act appropriately and be respectful of others. That means no haters, no trolling and no hijacking posts.

Who sees my post?

1 Post in my newsfeed

My customer has worked with ANZ before he moved to Australia from Hong Kong 25 years ago. He's now looking to secure his kids future. Great opportunity in the international priority segment.

WHO SEES IT?

Colleagues following you.



2 Post targeting a colleague

Hi Jennifer, I heard you worked with Mobile Lending on Small Business in Retail organisation and fulltime. Do you have insights to share?

WHO SEES IT?

Colleagues following you + targeted colleague, Jane Smith.

3 Post targeting a community

Hi everyone! I am trying to locate a payroll from two years ago. When can I find that?

WHO SEES IT?

Colleagues following you + targeted community, People Assist.

4 Post with a hashtag

I'm helping my retail customer with his #graduatelove anyone know of any new campaigns to attract #youngmoney?

WHO SEES IT?

Colleagues following you + colleagues/communities following the hashtagged terms, Retail, GraduateLove, #youngmoney.

These posts are viewable in your Newsfeed. To see more posts, questions, comments and likes, change your settings to view All Public. Microblog on your Newsfeed filter.

Active participation

Don't just stand on the sidelines. To get the most out of MaxConnect take an active role: post, like, join conversations, ask questions, build your network and follow communities.

Don't forget... ANZ policies apply

ANZ Code of Conduct and Ethics, the Use of Systems, Equipment and Information Policy and the Equal Opportunity, Bullying and Harassment Policy and the laws of the country in which you operate (such as privacy, anti-discrimination, defamation and copyright laws) all apply when using MaxConnect.

collaborating with your colleagues all over the ANZ world!

maxConnect

#NewWayToWork

maxConnect

Twitter: @RitaZonius

maxConnect

FACEPALM MOMENTS

Technology testing coverage a bit patchy

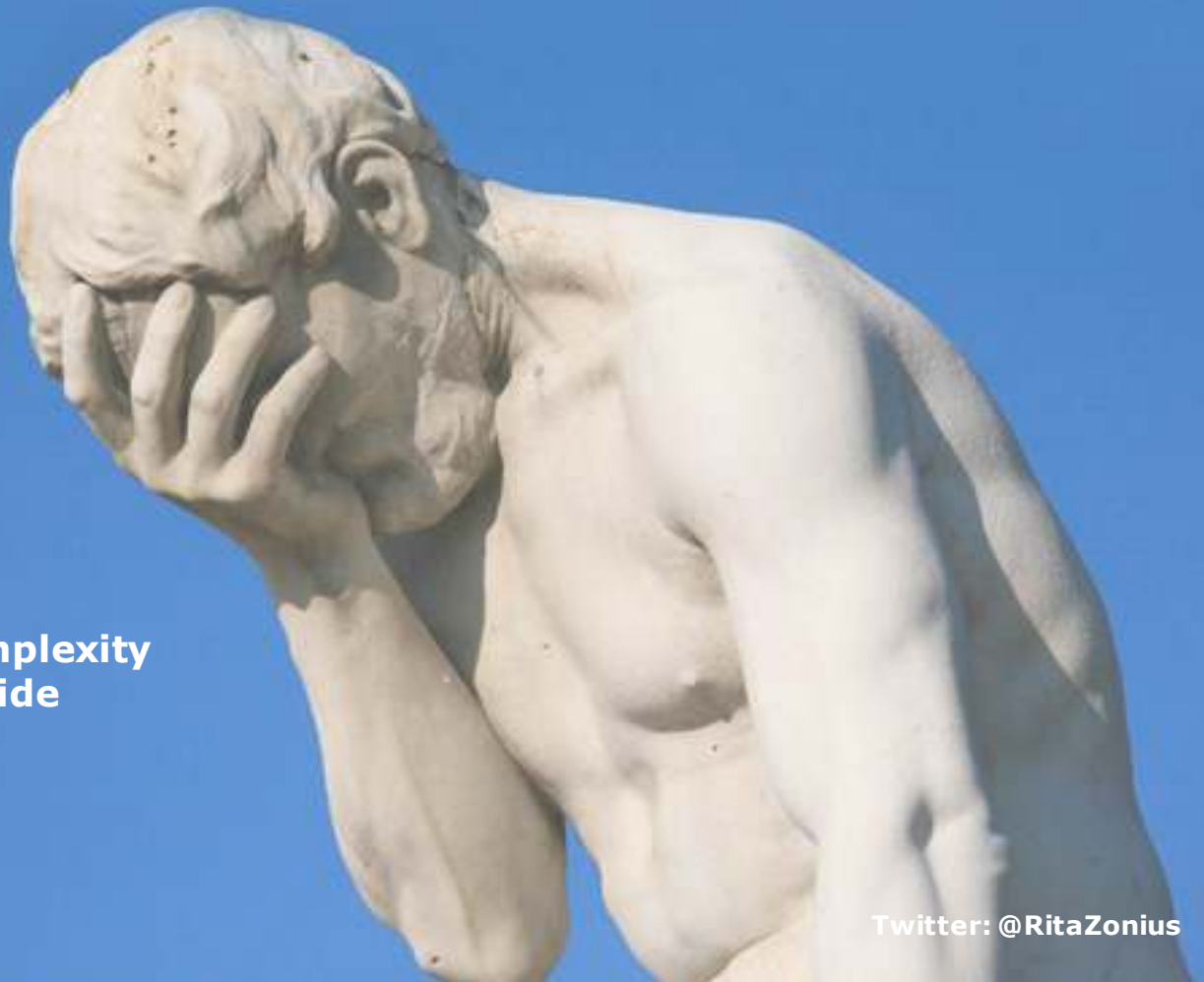
Consider implications for mobile early

Time it takes to get some approvals for enterprise rollout of new systems and platforms

Avoid avalanche of communities by seeding them early

Positioning and messaging – new name for our ESN vs “we’re making our existing intranet social”.

New appreciation for the complexity of systems and platforms inside large organisations and how everything fits together



ANZ'S PROGRESS SO FAR HAS EXCEEDED EXPECTATIONS

**56% of our people
using MaxConnect (33,664)***

**Almost 8% of all ANZ people
are visiting daily:**

- Two thirds participating
- One third listening

**More than 1,400 social groups
created with almost 49%
public**

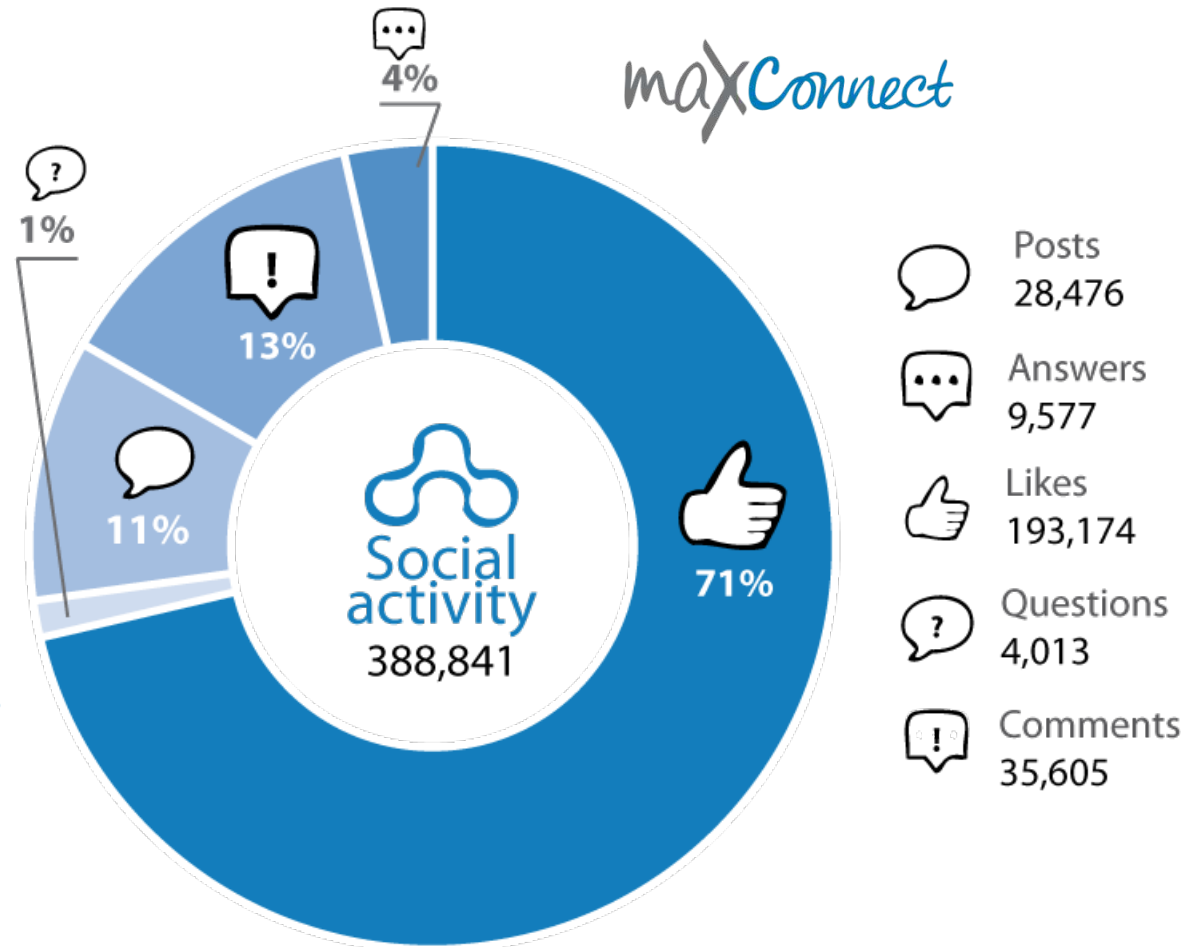
**People joined a community
45,014 times**

**Getting more than two answers
for every question asked**

**Average time taken to answer
questions – 16 hours**

2,289 peer-to-peer badges awarded

**Building a library of common use cases
and MaxConnect success stories**



* For 4 months to end April 2016

Twitter: @RitaZonius

ANY QUESTIONS?

Twitter: @RitaZonius

