
Nokia

The logo for 'The 2.0 Adoption Council' is a red speech bubble with a white border. Inside the bubble, the text 'The 2.0 Adoption Council' is written in a white, serif font. The bubble has a tail pointing to the left.

The 2.0 Adoption Council

The DachisGroup logo consists of a blue square icon with a white 'DG' inside, followed by the text 'DachisGroup' in a blue, sans-serif font.

DachisGroup

Going Back To Go Forward

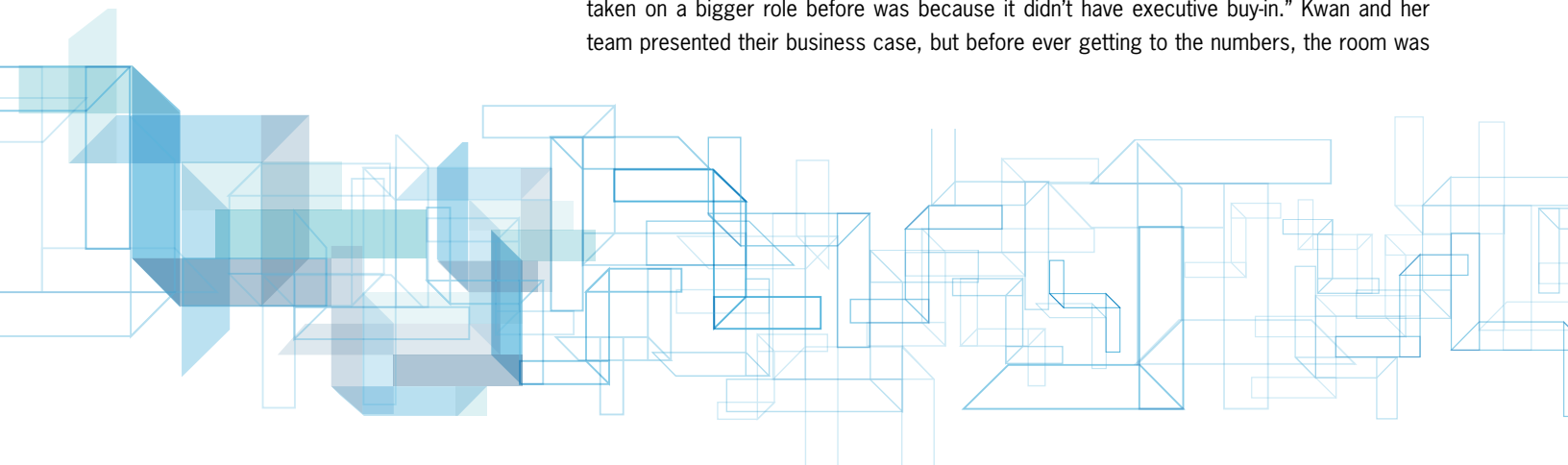
Ming Kwan, IT Strategist, Internal Social Computing/Collaboration

Even before Ming Kwan started in Nokia's Office of the CIO, Nokia hosted blogging, wikis, and live meetings. The nearly 60K employee mobile internet solutions company has an open culture; if a gap exists, employees have the autonomy to fill it. And that's how the distributed telecom giant implemented its first employee social tools — one-by-one, siloed across different business units. While the autonomous culture enabled employees to act, implementations didn't require executive buy-in or strategic planning. As social tools generally are easy to set up and garner adoption within small groups, different tools blossomed independently throughout the company. With Nokia's core values for "achieving together" and "passion for innovation," Nokia had to unify the collaboration strategy for the company rather than catering to the needs of individual departments. Kwan's team knew that a council of line-of-business representatives was necessary to bring together Nokia's collaboration environment.

Business Case And Pilot

To begin, Kwan, working collaboratively with her team, used informal meetings, interviews, and surveys as a way to identify Nokia's pain points. "At the end of the day, individual teams, jobs, etc., have very specific needs from a collaboration tool. But, what we wanted to focus on were company-wide issues." Expert location, enterprise search, and location of timely and accurate information were major concerns for Nokia. Once these high-level requirements were captured, Kwan assembled her working group. "We have a few subject matter experts and a vision lead, a project manager, one IT architect person, a few key people from the business, and a change management expert."

The team's first order of business was to prepare a business case they could bring to the "People Board," members of which include SVPs of the businesses, the CIO, the EVP of Human Resources, and the CEO. To unite Nokia's current collaboration silos, the team knew executive support was necessary. "I think the main problem of why social collaboration hadn't taken on a bigger role before was because it didn't have executive buy-in." Kwan and her team presented their business case, but before ever getting to the numbers, the room was




convinced. With the executive backing she needed, Nokia embarked on two internal pilots: micro-blogging and crowd-sourcing. The micro-blogging pilot will run for four months, but has already seen significant success. “The adoption is really good,” Kwan notes. At the end of the four months, Kwan will reevaluate the value of the pilot. More mature in its deployment, Kwan is noticing stronger results from the separate crowd-sourcing pilot.


Benefits

Nokia is seeing great benefit from its crowd-sourcing initiatives. Not only is the company receiving great ideas, but Nokia’s culture is changing as well. One of the major benefits to a more unified collaboration environment at Nokia is a boost in employee morale. “Employees feel like they’re being listened to,” Kwan says. There is a feeling of connectedness Nokia employees now experience due in large part to its crowd-sourcing efforts. The “Change for the better is infectious.” employees with the top ideas get to pitch their submissions to senior business leadership.

Next Steps

With the success of Nokia’s pilots, Kwan and her team plan to begin addressing more day-to-day, work-related problems. Kwan emphasizes that collaboration solutions need to fit within the workflow of Nokia’s employees and become default behavior. With her team’s iterative approach, upgraded functionality rolls out every week. “Change for the better is infectious. Once everyone has that a-ha moment, which is unique to every individual, I expect this to really take off. We’re ready,” she says.

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