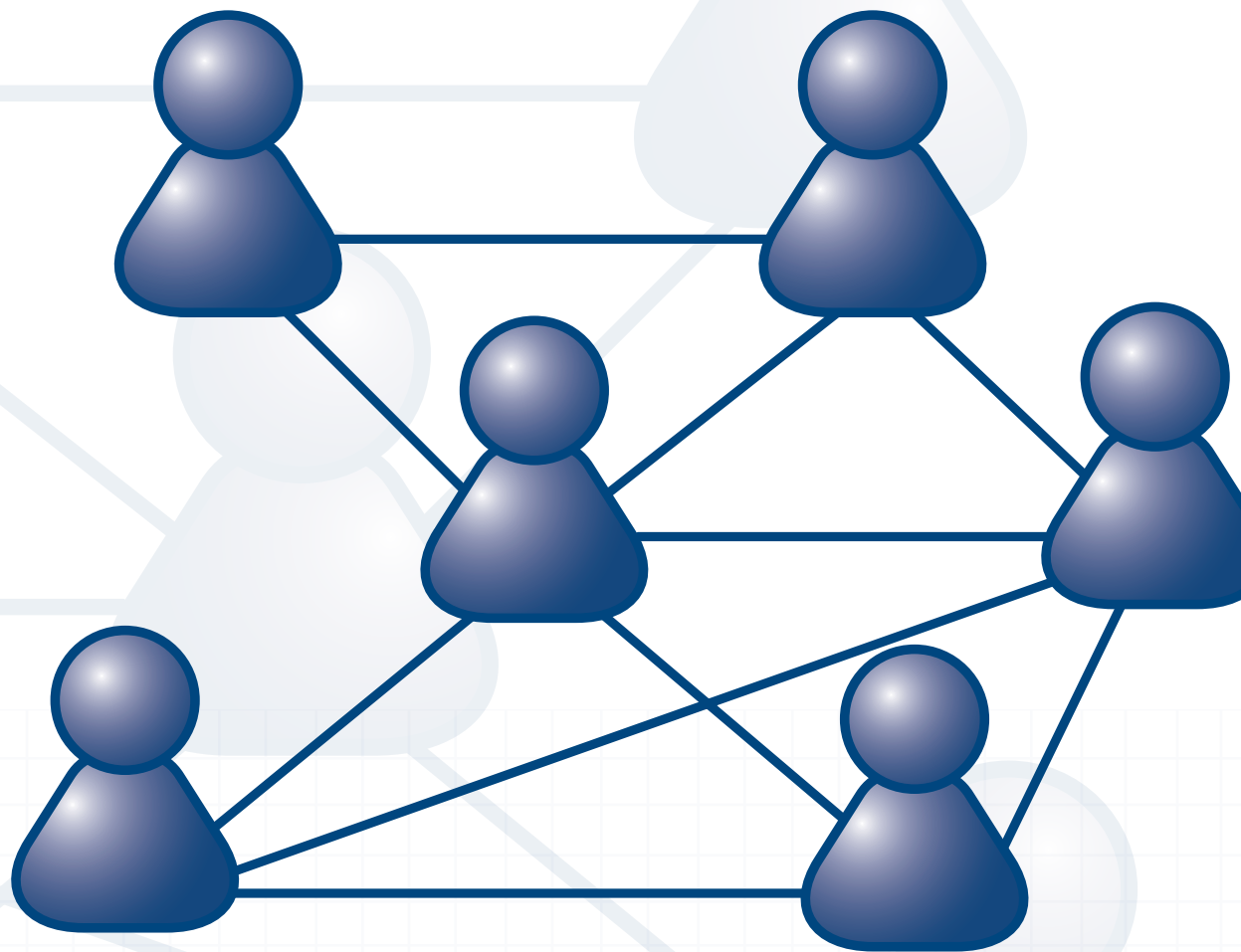


Leveraging Social Networking & Web 2.0 Collaboration Tools in Enterprises



In partnership with





Leveraging Social Networking & Web 2.0 Collaboration Tools in Enterprises

INTRODUCTION

Few phenomena of the past decade have rivaled the advent of social networking and other Web 2.0 applications, such as blogs and wikis, in participation and interest. Consumer networking sites such as LinkedIn, MySpace, Facebook, Twitter, Wikipedia and India's Orkut have attracted millions of users of all ages and backgrounds. For "social" networking and public information sharing, these tools have been tremendously successful. It stands to reason, then, that the technology might be used for professional or corporate use — for networking, collaborating and knowledge sharing in the enterprise.

Corporate social networking is the most common term applied to the rising use of professional networks inside organizations. Over the past few years, blogs, wikis, threaded discussion boards, instant messaging (IM) and other tools have slowly made their way into corporate technology environments. Nevertheless, best practices in using these tools within organizations for business purposes have yet to be established. There is no generally accepted model for their implementation or standard set of metrics for measuring ROI. Nor is it clear who should oversee them within organizations.

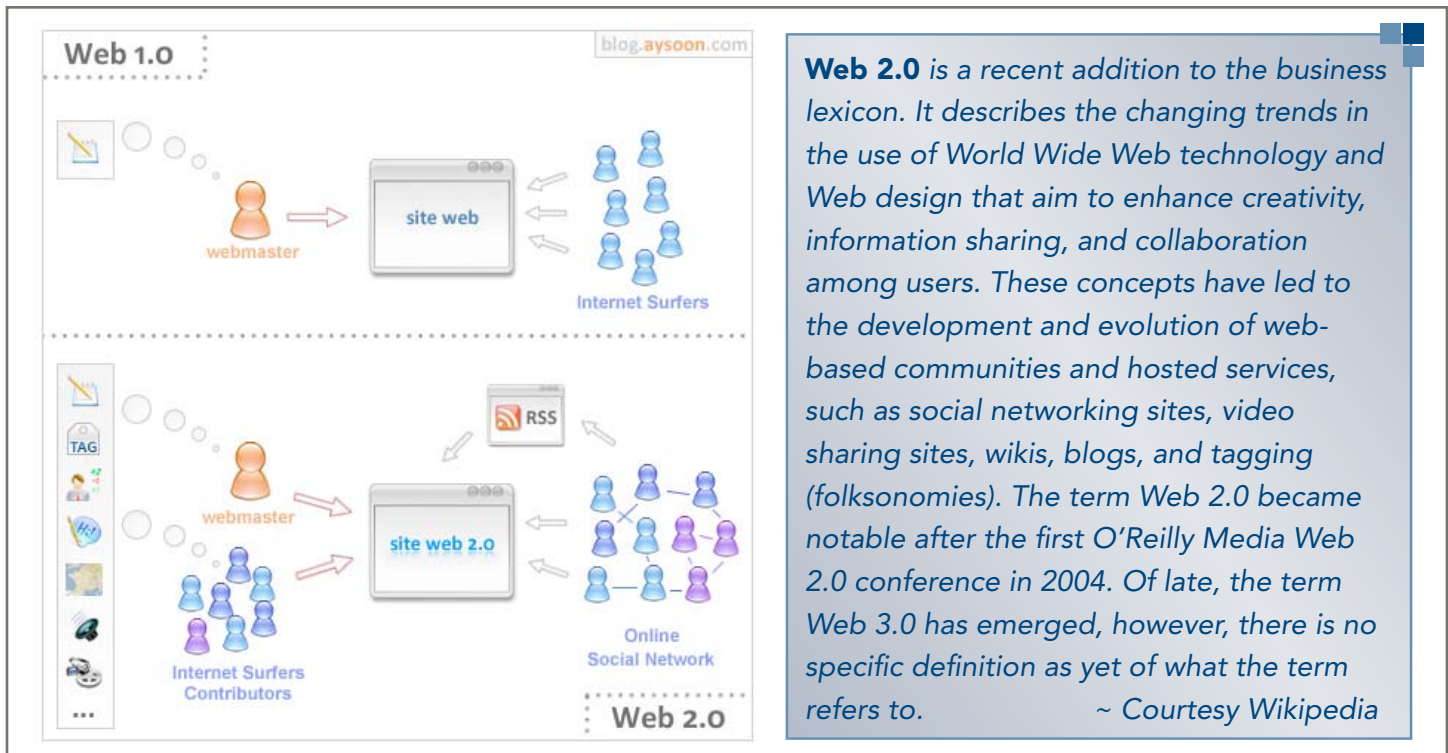
In an effort to better understand the role and impact of social networks and Web 2.0 applications in a corporate environment, the Human Capital Institute (HCI) and Cornerstone OnDemand Inc., a learning and talent management software provider, polled 192 of HCI's senior HR membership regarding the use of these collaboration and knowledge management tools in various enterprises. Conducted in September 2008, our study also included in-depth interviews with 19 senior HR executives to reveal emerging practices as well as early indications of the value and perceived challenges of using Web 2.0 and social networking tools for business purposes — particularly for learning and talent management.

In this paper, we cover the following topics:

- ◆ The use of Web 2.0 and social networking applications in today's organizations
- ◆ The ROI of corporate Web 2.0 tools
- ◆ The anticipated benefits of corporate social networks and Web 2.0 tools
- ◆ The perceived challenges of implementing these applications
- ◆ Using Web 2.0 tools for HR and talent management
- ◆ The opposing view on corporate Web 2.0 tools

Beyond the public excitement and fascination with Web 2.0 tools, there is inherent value in the ability to foster connections among employees and external audiences (such as customers, alumni, vendors and partners) and to leverage internal knowledge and expertise, particularly in complex organizations. Today's businesses contend with shorter information cycles and global, geographically distributed workforces. But too often, information in organizations is hoarded and work is duplicated, in part because information is a currency, and few organizations have been able to engender a true culture of free information flow and sharing. While Web 2.0 and corporate social networking tools cannot change a culture on their own, there is reason to believe that organizations can utilize these networking tools to increase transparency and promote the kinds of collaboration and immediate knowledge sharing that would enable them to operate in a much more efficient and effective manner, as well as encourage innovation.

What is Web 2.0?



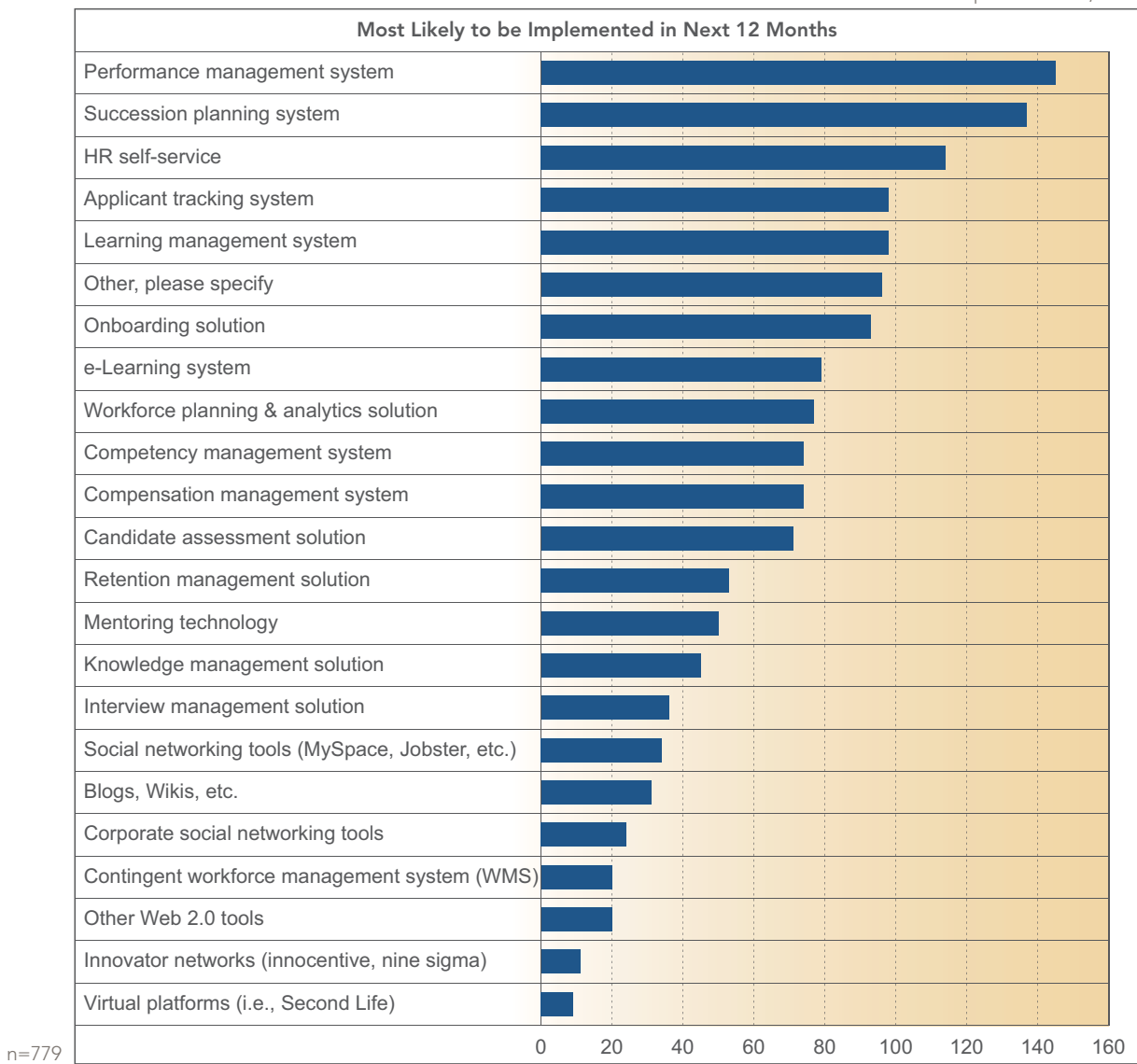
Web 2.0 is a recent addition to the business lexicon. It describes the changing trends in the use of World Wide Web technology and Web design that aim to enhance creativity, information sharing, and collaboration among users. These concepts have led to the development and evolution of web-based communities and hosted services, such as social networking sites, video sharing sites, wikis, blogs, and tagging (folksonomies). The term Web 2.0 became notable after the first O'Reilly Media Web 2.0 conference in 2004. Of late, the term Web 3.0 has emerged, however, there is no specific definition as yet of what the term refers to.

~ Courtesy Wikipedia

At this stage in the development and implementation of Web 2.0 tools and corporate social networks, users can still be labeled early adopters. And just as early adopters of online job boards reaped benefits and a competitive advantage a dozen or so years ago, organizations implementing and mastering Web 2.0 applications today may be poised to enjoy similar, if not greater, advantages in the future. Nonetheless, prior research has suggested that very few organizations are on the vanguard of this movement.

In November 2007, HCI surveyed its membership to understand which Web 2.0 technologies and tools organizations were implementing and/or planning to implement. The results are shown in **Figure 1.10** below.

Human Capital Institute, 2007



As the chart demonstrates, of nearly 800 respondents surveyed in 2007, only about 25 companies (roughly 3 percent) were using or intending to implement Web 2.0 or corporate social networking tools in the coming year. However, with all the media and corporate interest in Web 2.0 trends since our study, we were interested to see if the landscape had changed significantly.

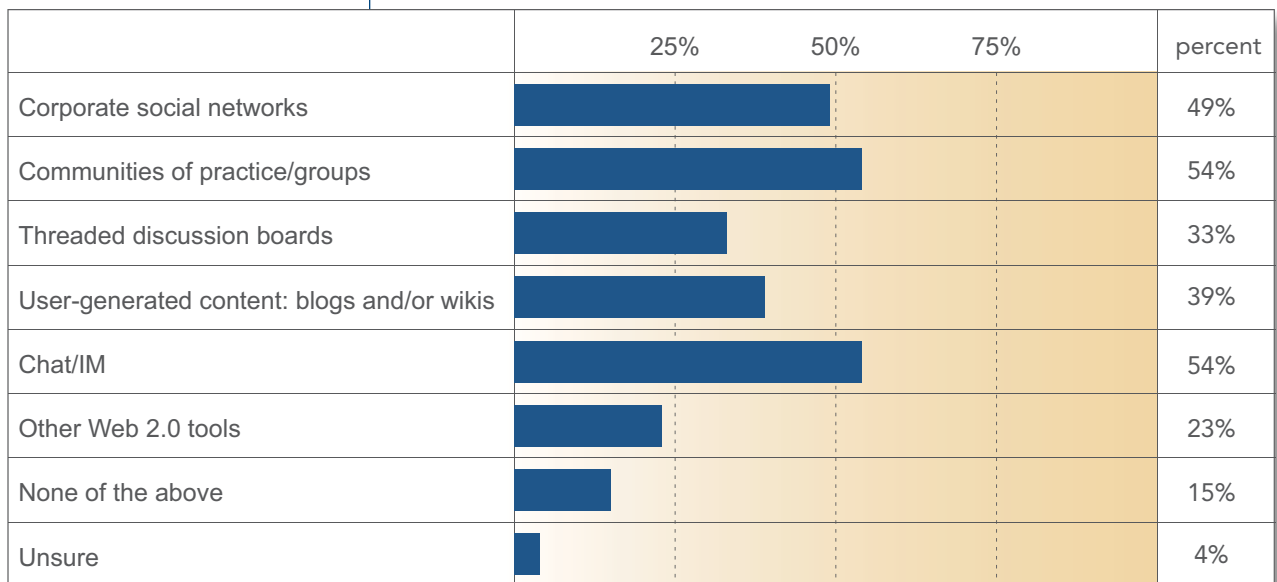
“We have been able to eliminate physical office space through the use of online collaboration technology. Smart use of collaboration technology has enabled us to produce and deliver training programs that have a 20X+ ROI in terms of impact on business performance.”

*— Management Team Member
Mid-Size Electronics Company*

Web 2.0 Tools in Use by Organizations Today

Web 2.0 has brought new forms of communication tools and applications, including blogs, wikis, IM, podcasts, RSS (Really Simple Syndication), discussion boards, online video and virtual worlds. These Web tools are available for both internal and external collaboration and are being used by organizations that could be considered early adopters of corporate Web 2.0. In this research, we focused on whether organizations are using Web 2.0 tools (whether public or private) for business purposes, as opposed to having implemented such tools “behind the firewall” so to speak – a subtle but real difference from the types of questions asked in our 2007 survey. (*please note: “implementation” for these purposes, refers to the purchase and use of commercial Web 2.0 and corporate social networking tools versus simply using them for business purposes on public sites such as LinkedIn, Facebook, etc.). Nonetheless, the differences are striking. Even allowing for the differences in the questions, it would appear that corporate use of Web 2.0 and social networks has increased considerably over the past 18 months.

Figure 1.11: Which, if any of the following tools does your organization use for business purposes? (multiple selections allowed)



n=192

Human Capital Institute, Cornerstone OnDemand, 2008

“The greatest barrier for me and many of my colleagues is the inattention of management [to these tools] due to lack of integration of multiple applications (from a platform perspective) and no integration with those that are within our firewall and those outside of our firewall. For new users, the issue is that we have so many amazing Web 2.0 tools that it is overwhelming to know where to start.”

— Group HR Head
IT Company

We found that communities of practice and chat/IM (both 54 percent) are the most popular tools used by the organizations included in our research, with another 49 percent widely using corporate social networks. While other tools, such as blogs and threaded discussion boards, are not used as frequently, the numbers are still well above indications of use in **Figure 1.10**.

The data does not support any definitive conclusions about corporate Web 2.0 and social networking technology implementation¹, which was the focus of the November 2007 survey. It does, however, demonstrate powerful evidence of corporate adoption of these tools in some form. Many of the organizations we spoke with indicated they are using tools that are outside the corporate firewall and are not integrated with other enterprise applications, but that are being put to use for business purposes. Facebook, for example, allows the creation of private consumer networks, and LinkedIn has proven to be a powerful recruiting tool. In neither case is it necessary for a user to license and install the applications.

Figure 1.12: *If applicable, what are the greatest barriers you face in using (any or more) social networking and Web 2.0 tools? (multiple selections allowed)*

	25%	50%	75%	percent
Budgetary				26%
Other, higher priorities take precedence				34%
Lack of expertise in selecting and implementing them				31%
User adoption				37%
Lack of support from senior leadership				24%
Difficulty in building compelling business case for them				34%
Other				10%
Not applicable				11%

n=192

Human Capital Institute, Cornerstone OnDemand, 2008

Not surprisingly, Web 2.0 and corporate social networking tools are still considered somewhat experimental in most of the organizations that report their use. As one respondent remarked:

“For the most part [Web 2.0 tools] are not yet high enough on the priority list. There will be various informal and semi-formal ‘experiments’ over the coming year, and some one-off adoptions, but the company is just not there yet.”

According to our respondents, the three greatest barriers to implementing Web 2.0 tools in their organizations are: 1) user adoption, 2) other higher priorities taking precedence, and 3) the difficulty in building a compelling business case for them. Time will address the first barrier, as more young people who have grown up using the tools enter the workforce. In turn, it is possible that Web 2.0 tool adoption may move up on the priority list for organizations. For the third barrier, making the business case, proponents need to be able to demonstrate the return on investment (ROI) of these new technologies.

Early Attempts at Determining ROI

When we asked respondents who are using Web 2.0 tools what ROI they had realized to date, their responses were broad in range.

- ◆ *“None, but we can’t live without our communities of practice and threaded discussion boards, and I know some of our folks love chat/IM, and if we didn’t allow it they would think we were a Luddite company and leave.”*
- ◆ *“Because I do [Internet recruiting], I am very involved in social networks and the development of Web 2.0. However, I do it on my own behalf for hiring into my company. My company overall does not actively participate in such activities.”*
- ◆ *“Corporate social networks such as LinkedIn have proven to be most effective by means of networking and sourcing talent.”*

“I suppose ‘search’ is the easiest to quantify. The average knowledge worker spends 25 percent of his day looking for content. So let’s say that Company X has 1,000 knowledge workers who make an average of \$80,000 per year. This means the company ‘wastes’ \$20 million per year with the time workers use to find content.”

*— Group HR Head,
Large Indian IT Company*

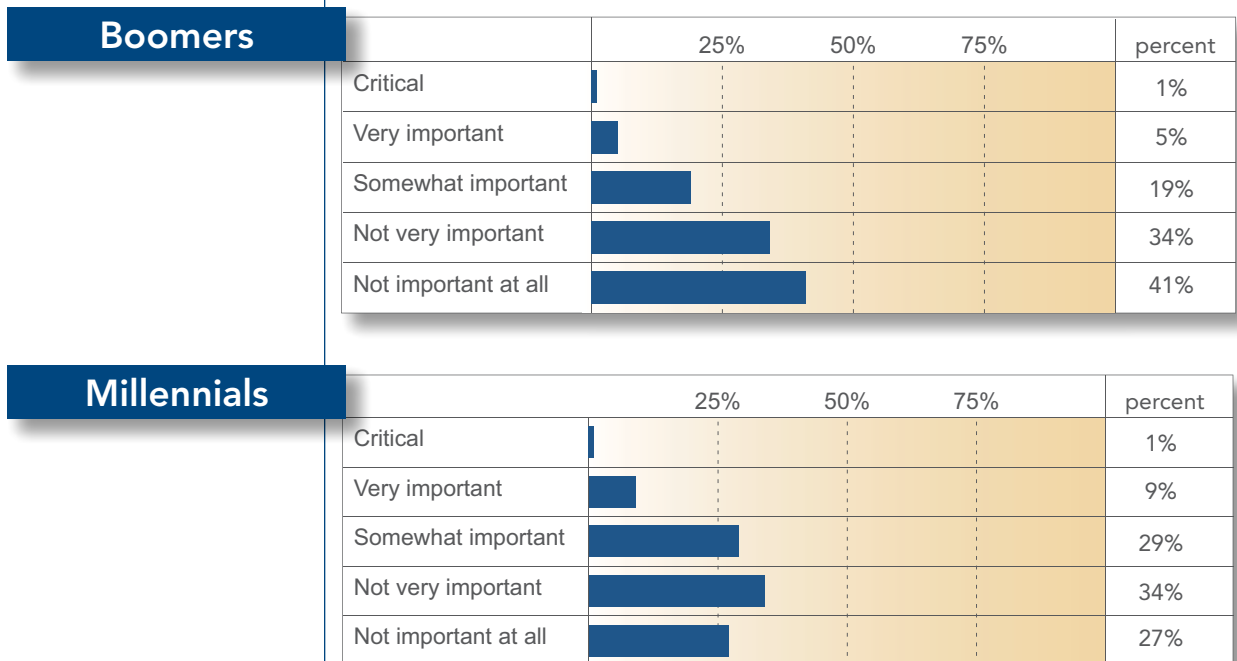
"We did not get into Web 2.0 business ROI calculations initially. ROI or no ROI for social networking/Web 2.0 collaboration tools is a subject of great debate in our company. Some people believe it is impossible to calculate, others believe it is an imperative."

— Regional Operations Head, Automotive industry

- ◆ *"Not at this time. It's too early to measure (ROI)."*
- ◆ *"Just anecdotal data — nothing very scientific. We're working on that. No metrics have been established to measure effectiveness yet."*

Although most of the comments from our respondents were positive and referred to assumed ROI, few offered concrete examples of measureable returns. There remains much work to be done in identifying the ways and methods to determine ROI and tangible value from corporate Web 2.0 and social networking investments. While very little research has been done to quantify the ROI of these tools, the research that does exist is compelling. It suggests that when these tools are implemented for specific business case uses and integrated with other applications, not only are organizations better able to engage users, but they also are able to see more of an impact. For example, we received positive feedback from many of our survey respondents regarding the value of Web 2.0 tools for acquiring new talent. Beyond recruiting, there also is evidence to suggest the usefulness of these tools in onboarding talent, for example. Research conducted in 2007 by Infoseek shows that the younger the new hire, the more likely they are to leave an organization that fails to connect them with their colleagues early on in their tenure.¹

Figure 1.13: *"How important is it in your decision to join an organization, whether they have a Corporate Social Networking tool?"*

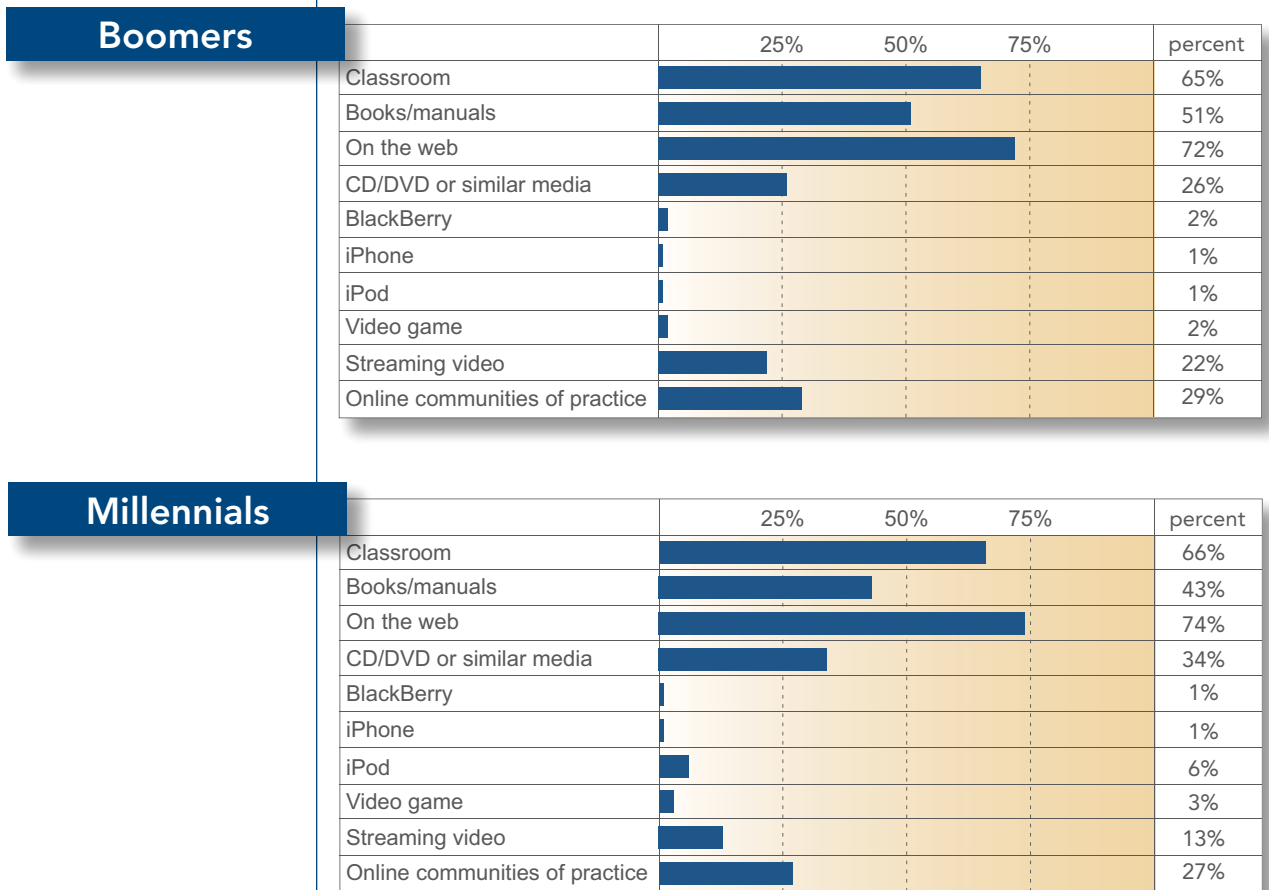


Human Capital Institute, 2008

In May and June 2008, HCI conducted research in which more than 300 members responded to a survey on “Managing the Millennials.” According to the study, “Millennials are swayed by the presence of corporate social networks when it comes to deciding whether to join an organization.” As **Figure 1.13** shows, a significantly greater percentage of Millennials reports that access to a corporate social network is at least somewhat important in their decision to join a company (39 percent) versus the importance placed on access by Baby Boomers (25 percent).

Our research also revealed that today’s learning preferences include online options, almost regardless of the generation. Per **Figure 1.14**, Boomers, Gen Xers (not shown) and Millennials all value Web-based learning and online communities of practice as choices for their learning and development initiatives¹.

Figure 1.14: What are your preferred methods of learning on the job?



¹ Online communities of practice are typically formed by workers with common challenges in order to solve problems and exchange ideas and knowledge

Human Capital Institute, 2008

It is beyond acquisition, onboarding and general online learning, however, that the greatest potential for corporate Web 2.0 and social networking tools is likely to be found for global organizations or those with remote workers. As the typical workforce is more geographically dispersed, organizations are looking for tools to connect teams *virtually*. The aim is that productivity, performance and learning should not suffer because of physical distances between the various members of the team.

As one respondent commented:

“We have been able to eliminate physical office space through the use of online collaboration technology. Smart use of collaboration technology has enabled us to produce and deliver training programs that have a 20-times-plus ROI in terms of impact on business performance.”

At this nascent stage in corporate adoption of Web 2.0 and social networking tools for business purposes, it is at least as important to ask what benefits and ROI users expect to receive in the future as to ask what they have already realized. The next part of our study posed those questions.

“Blogs will give a voice to every employee. Wikis will be a common collaboration place for different projects. Social networking will connect employees in thriving communities, which will lead to a revolution in knowledge sharing.”

— Survey respondent

Anticipated Benefits of Web 2.0 Tools

While there are no established metrics for measuring the impact and ROI of corporate social networking and Web 2.0 tools, our study shows that organizations are deploying these new communications and collaboration technologies and enjoying at least some business benefits from their use — thus far with few formal guidelines or policies from IT. It is reasonable to predict that as the tools grow in usage and more benefits are revealed, their acquisition, deployment and use will be formalized by IT, and we believe, the Human Resources (HR) and Talent Management group.

The organizations we spoke with feel Web 2.0 tools finally will allow them to access and retain the rich content and corporate memory that proves so elusive for most companies. Respondents commented that such information, including tacit knowledge, might benefit the organization significantly if only it could be made accessible.

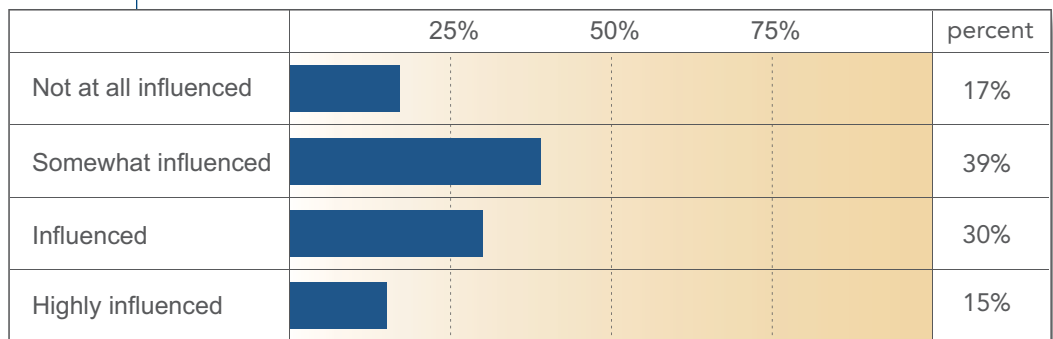
There are several areas where various organizations expect to exploit the benefits of Web 2.0 and corporate social networking tools. For the most part, respondents expect better informal training to result, as well as better internal communications (and better communications with customers and suppliers) and, as above, more effective internal knowledge transfer.

According to our respondents:

- ◆ Corporate social networks will afford better communications (42 percent) and better informal learning (13 percent).
- ◆ Online communities of practice will enable better informal learning (29 percent) and faster knowledge transfer (20 percent).
- ◆ User-generated content, including blogs and/or other Web 2.0 tools, also will facilitate better informal learning (24 percent) and/or faster and more effective knowledge transfer (26 percent).
- ◆ Threaded discussion boards are expected to enable better informal learning (29 percent) and/or faster and more effective knowledge transfer (23 percent).

HCI research also found that the decision to use social networking and/or other Web 2.0 tools — whether now or in the future — is at least somewhat influenced (84 percent) by the demographics of the workforce. This supports our research findings from **Figures 1.13** and **1.14** regarding the importance of these tools to Millennials, Gen Xers and Baby Boomers.

Figure 1.15: In your decision whether to use social networking and/or other Web 2.0 tools now or in the future, how important are the demographics of your workforce? (multiple selections allowed)



n=192

Human Capital Institute, Cornerstone OnDemand, 2008

While it is important for organizations to ask what benefits and ROI they expect to receive from corporate social networking and collaboration tools, it is equally important for organizations to have a clear strategy for how they plan to implement these applications and integrate them within their existing networks.

Implementation Challenges

Our research reveals a gap between the promise of corporate Web 2.0 and corporate social networking tools and the current reality. Organizations cannot expect an immediate impact. New technologies and processes can confer advantages only when they are given sufficient thought as to how they can support overall business objectives, as well as the necessary support prior to and following implementation.

Corporate Social Networking at British Telecom

British Telecom (BT) became aware of the importance of Web 2.0 tools when it realized that more than 4,000 of its employees had joined LinkedIn. BT has since designed a 'liberalization' project to make sure that all its employees can access social media sites. BT sees social media tools as a key opportunity to transform the way employees interact with each other, both within 'the company' and with customers, partners and suppliers.

The first step was to persuade the HR, security and legal policy teams. BT policy makers were satisfied with the fact that these tools were not a threat and are, in essence, content management systems.

BT believes that what makes the tools different from their predecessors is that they are intuitive and simple, offer no technical barriers to participation, reflect social behavior rather than try to distort it, and, crucially, have become incredibly popular.

In parallel with negotiations around policy, BT released several pilot social media tools on the intranet. The tools it launched initially were an enterprise-wide wiki called BTPedia, and a logging tool, Mypage. Both were well-received; within a matter of weeks each had several hundred users.

Impact on Corporate Environment

Internal communications consultants have had to accept that, in some cases, they will have to relinquish control of messages that become subject to community ownership and community editorial control.

- ◆ Communications is becoming a 'conversation' rather than a managed activity that requires a different type of engagement by those traditionally responsible for communications activity.
- ◆ Intranet responsibilities are subtly shifting between those responsible for intranet management and intranet users.
- ◆ Management and communications teams will have to be much more end-user-focused as the employee channels provide a perfect platform to hold them accountable for what they say.

"If organizations are not clear about using these tools, something like a Grand Canyon Effect can take place where nobody is using them. People just see these things once, do not find anything worthy in them, and never use them again."

— Leading Management Consultant, Malaysia

Our respondents highlighted some of the perceived challenges in implementing these tools in the enterprise:

- ◆ *"Users must be able to gain maximum impact from the tools and get going beyond the initial 'wow' toward actually using them to be more productive and effective."*
- ◆ *"Our main challenge is user adoption for new tools and ensuring that information remains fresh. We are working to help people understand the importance of leveraging their expertise and knowledge on these sites and sharing best practices."*
- ◆ *"The main challenge is time...our users will need a culture shift and to be educated on what the tools are and how to use them. People are already so overwhelmed, they're not sure they have the time to engage in this type of activity."*
- ◆ *"Organizations should never assume, 'If you build it, they will come.'"*

In order to increase the chances for user adoption, organizations should consider integrating social networking and collaboration tools with existing enterprise applications that are frequently used by employees and/or are part of their daily workflow. Rather than adding extra steps to existing processes, the use of Web 2.0 tools should increase efficiencies and enhance productivity.

Another topic that should be considered before implementing corporate social networks and Web 2.0 tools is governance. This includes determining the administrator and/or moderator of these tools. Not only do these systems need to be secure, organizations also need to agree to the rules and boundaries for the use of the tools. B2B Web 2.0 tools have a different contextual use than Facebook, MySpace or other public sites and applications, so it is expected that users would most likely police themselves. But it is up to the organization to provide the framework for this "self-discipline" by encouraging responsible and professional participation, while at the same time, coming to terms with the spirit of networking and collaboration applications, which are not intended to be overly managed or controlled.

Change Management is the biggest challenge we face in the implementation of Web 2.0 tools. Getting everybody to participate by telling them 'What's in it for me?' and educating the employees on the benefits of the tools is a major challenge."

— Talent Management
Leader at IBM UK

Web 2.0 Tools in HR and Talent Management

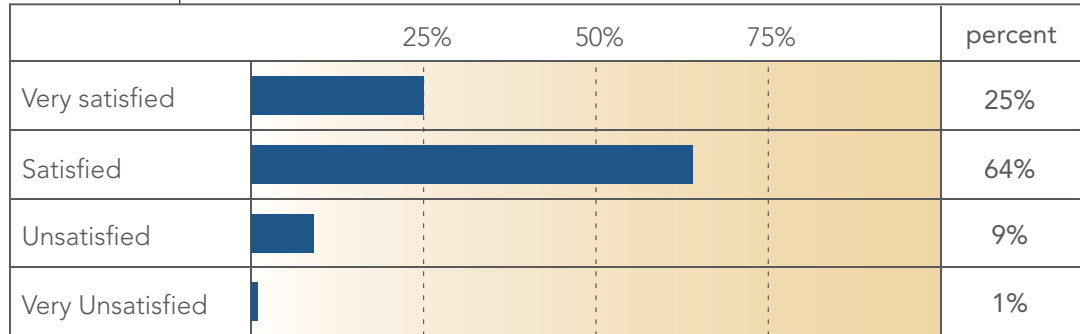
Employee collaboration at every level has become an important goal for many HR departments. Small and large organizations alike are looking for better ways to acquire, manage, develop, train and even motivate employees through the use of Internet-based technologies.

Zach Thomas of Forrester Research believes that enterprise social networking applications are among the key emerging trends in HR technology². He points to the fact that HR professionals are already using the solutions for recruitment, alumni programs, mentoring, organizational learning, collaboration, knowledge management and organizational connectivity. In our survey, we asked respondents about the use of Web 2.0 tools in their organizations for HR and talent management, as well as their satisfaction with these tools.

We found that among organizations using these applications, there is a general consensus of their usefulness. More than nine out of ten respondents said they are "satisfied" or "very satisfied" with using chat/IM as a collaboration tool. Satisfaction ratings also were high for other tools such as corporate social networks (89 percent), communities of practice (89 percent), threaded discussion boards (83 percent), and user-generated content, blogs and/or wikis (78 percent).

² *Corporate Social Networks Will Augment Strategic HR Initiatives*, April 25, 2008, by Zach Thomas, Forrester Research

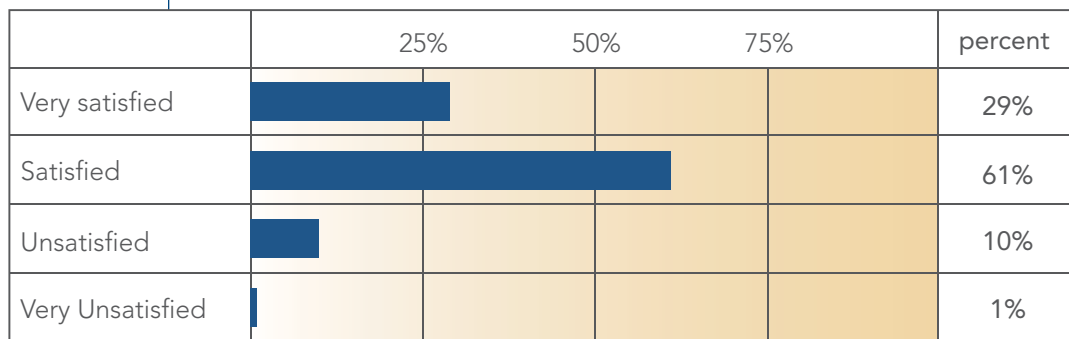
Figure 1.16: Rate your satisfaction with corporate social networks as employee collaboration tools.



n=95

Human Capital Institute, Cornerstone OnDemand, 2008

Figure 1.17: Rate your satisfaction with communities of practice/groups as employee collaboration tools.



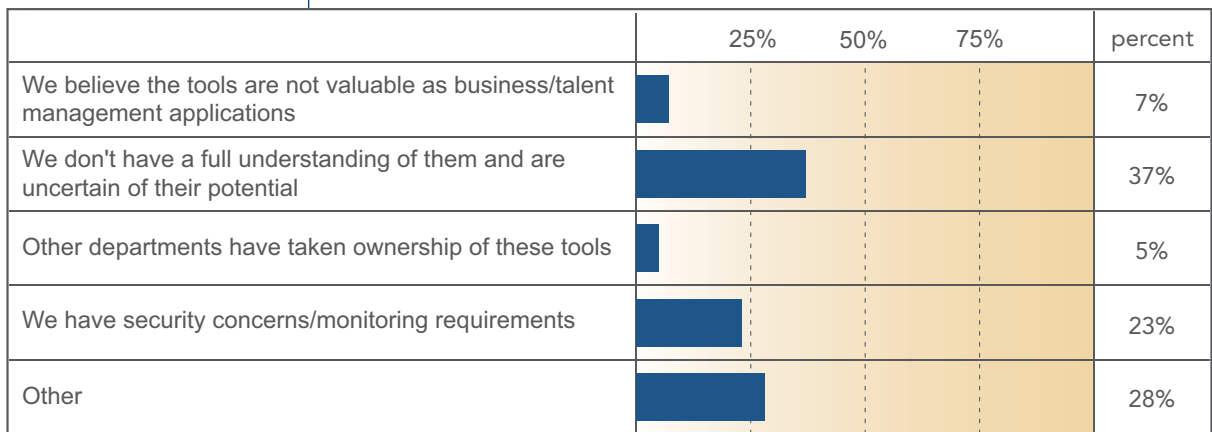
n=94

Human Capital Institute, Cornerstone OnDemand, 2008

The Opposing View

Not all of the participants in our study are enthusiastic about the corporate use of Web 2.0 and social networking tools. A small minority believe the tools have few real business applications and may be security risks. More telling among this minority, however, is that the most common reason for not using the tools is a lack of understanding of them and/or uncertainty of their potential.

Figure 1.20: *If you answered that you are unlikely or very unlikely to use some or all of the tools above, what is the main reason?*



n=192

Human Capital Institute, Cornerstone OnDemand, 2008

While governance can address concerns regarding security and ownership of social networks and Web 2.0 applications, skeptics may be able to find a better understanding of potential by considering how these tools can be implemented to address real business issues and deliver organizational value. As one respondent observed, organizations will more than likely shift their attitudes toward social networking and Web 2.0 applications only when they get beyond the “wow” factor and apply them in ways that incite employee participation and will have a business impact.

Conclusions

Given our research findings, Web 2.0 and social networking tools are likely to increase in demand, particularly as Millennials continue to enter the workforce. Many organizations have already started using these tools informally as a part of their internal and external communications. Twenty-five percent of our respondents' organizations have implemented or are intending to formally implement Web 2.0 tools by acquiring commercial Web 2.0 and corporate social networking tools. Corporate social groups, communities of practice, threaded discussion boards and chat/IM are amongst the most widely used employee collaboration tools.

Organizations are already reporting benefits from corporate Web 2.0 and corporate social networking applications. Better internal as well as external communications, connecting and engaging employees, and faster and more effective knowledge transfer are the most articulated benefits at this early stage in the adoption of the tools.

We believe that social networks and Web 2.0 tools will play a critical future role in HR and Talent Management. The applications provide a common communications platform for employees, allowing them to share information, knowledge and ideas, and to collaborate online. Moreover, the tools are likely to become essential in attracting, onboarding, developing and retaining the next generation of talent. The organizations included in our study are already moving from experimental use of corporate Web 2.0 tools to more formal uses, and this is largely being driven by the HR department. Most respondents that are not yet using the tools are impressed with their potential and are planning to implement them in the near future, while only a small minority appears to have looked at the tools, assessed their potential and rejected them for corporate use.

As indicated by both our survey and HR executive interviews, there are several issues that businesses will continue to contend with as they consider whether to implement social networking and Web 2.0 applications. Organizations are encountering challenges in engaging employees and inciting adoption of these tools, due in part to lack of integration with existing enterprise applications. Lower, more conservative IT budgets and the need to make the business case for such tools also will impact implementation. And concerns about data and information security, as well as a lack of understanding about Web 2.0 tools and their potential value to the organization, may inhibit corporate use for a small minority of organizations. These challenges are likely to be overcome as use of the tools accelerates and realization of their value expands.

Standard guidelines and best practices for ROI measurement, ownership and governance will emerge over time as more companies apply them for B2B purposes. In the interim, it will be essential for organizations to develop practical and sound strategies for using these new technologies within the enterprise, with strong consideration for how fostering collaboration, knowledge-sharing and networking can help them to increase efficiencies, support overall business goals and develop a high-performing workforce.

About the Research

For this research, HCI surveyed 192 of its members and conducted in-depth interviews with 19 senior HR executives. The survey and interview findings were analysed by HCI researchers and this report was written based on those findings.



About Cornerstone OnDemand

Cornerstone OnDemand (www.cornerstoneondemand.com) empowers people around the world with on-demand, integrated learning and talent management software and services for connecting, developing and performing in the workplace. Organizations of all sizes and industries employ Cornerstone's easy-to-use, comprehensive solutions to grow and develop a high-performance culture, align talent management strategies to specific business goals, gain insight into their workforce and create organizational efficiencies. The company's platforms include learning, social networking, compliance, performance, compensation and succession planning. Cornerstone also provides extended enterprise solutions to help companies train and collaborate with customers, vendors and resellers. And, Cornerstone's extensive, real-time reports help organizations assess the effectiveness and ROI of their talent management technology investment. A pure, 100 percent Software-as-a-Service (SaaS) offering, Cornerstone provides a faster, more flexible and more cost-effective way for companies to configure, deploy and maintain their talent management solution without the hassles of version upgrades and hardware and IT costs. Available in 14 languages and supported by global, 24x7 customer care, Cornerstone is used by more than 1.5 million active subscribers in more than 141 countries around the world. The company is headquartered in Santa Monica, California and has international offices in London, Paris, Munich, Tel Aviv and Mumbai.



About The Human Capital Institute

The Human Capital Institute (HCI) is a catalyst for innovative new thinking in talent acquisition, development, deployment and new economy leadership. Through research and collaboration, our global network of more than 130,000 members develops and promotes creativity, best and next practices, and actionable solutions in strategic talent management. Executives, practitioners, and thought leaders representing organizations of all sizes, across public, charitable and government sectors, utilize HCI communities, education, events and research to foster talent advantages to ensure organizational change for competitive results. In tandem with these initiatives, HCI's Human Capital Strategist professional certifications and designations set the bar for expertise in talent strategy, acquisition, development and measurement. www.humancapitalinstitute.org



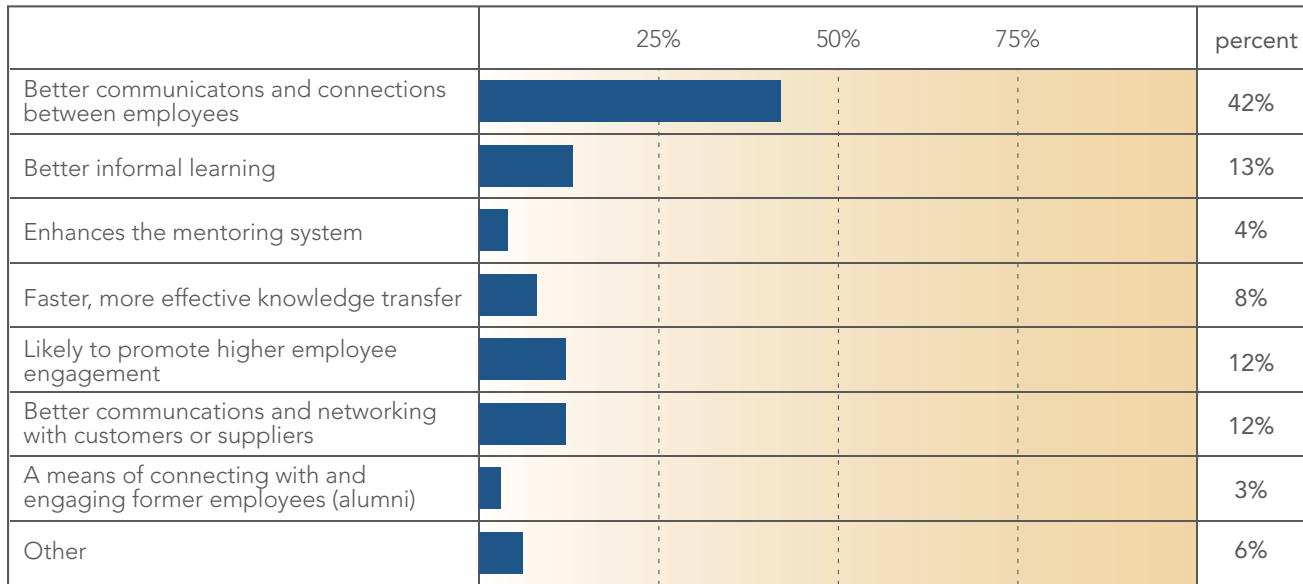
About the Author

Allan Schwyer is Executive Director and Senior Vice President-Research of the Human Capital Institute. He is an internationally respected analyst and speaker on the topic of transformational human capital management for individuals, organizations, regions and nations. Trained as a labor market economist, Schwyer's contributions include the development of award-winning talent management programs and platforms in North America, Latin America and Europe for public and private organizations including Cahners Business Information, Disney, Industry Canada, ARDEC, The U.S. Army and the World Bank.

Directly prior to joining HCI, Allan was a senior researcher, analyst and consultant with a global professional services firm. Allan's articles and white papers appear in dozens of popular media and industry specific publications worldwide. He is a past editor of *Leadership Excellence: The Journal of Human Capital Management*, author of *Talent Management Systems* (Wiley, 2004) and co-author of *Talent Management Systems* (forthcoming, 2009).

Appendix

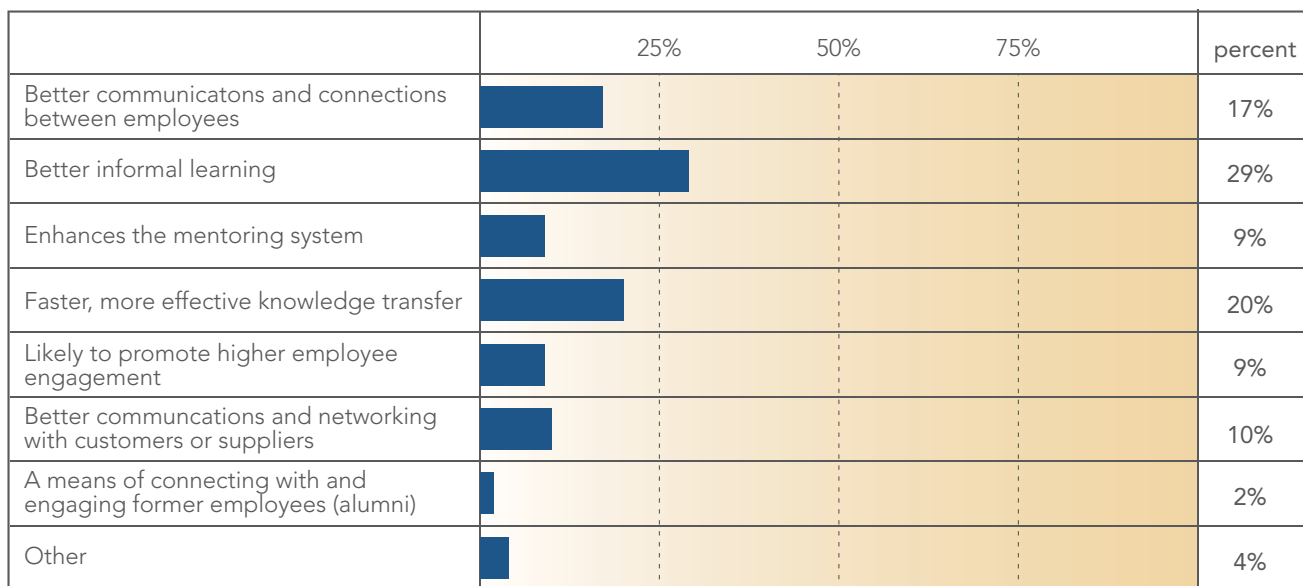
Figure 1.21: *What benefit do you expect from Corporate Social Networking as an employee collaboration tool? (multiple selections allowed)*



n=145

Human Capital Institute, Cornerstone OnDemand, 2008

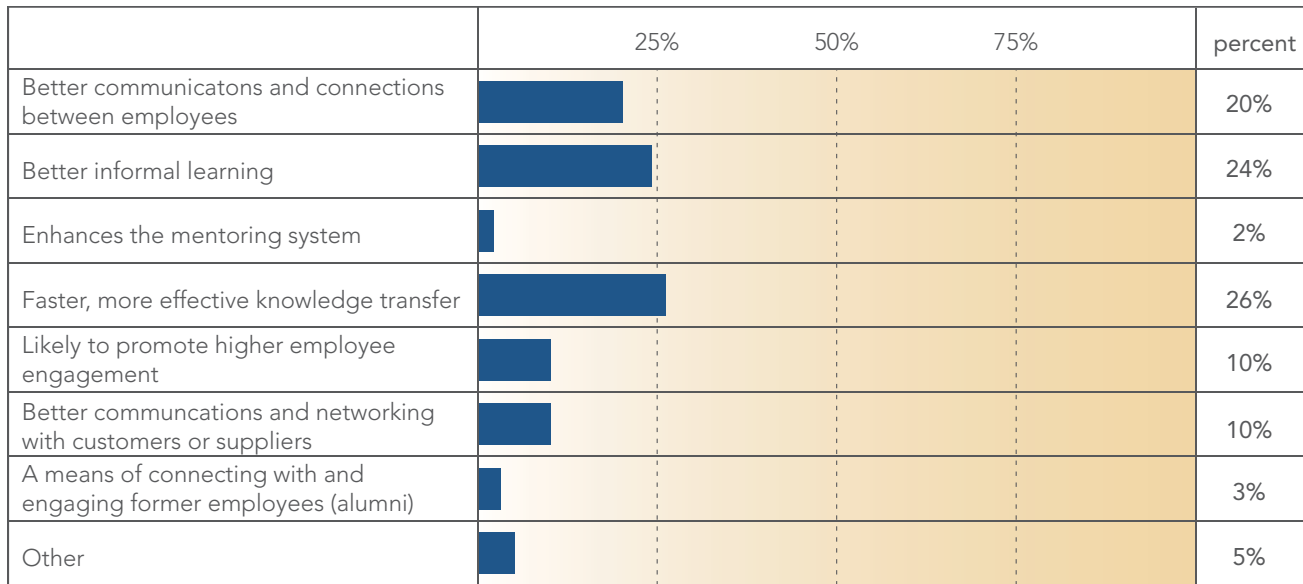
Figure 1.22: *What benefit do you expect from communities of practice/groups as an employee collaboration tool? (multiple selections allowed)*



n=139

Human Capital Institute, Cornerstone OnDemand, 2008

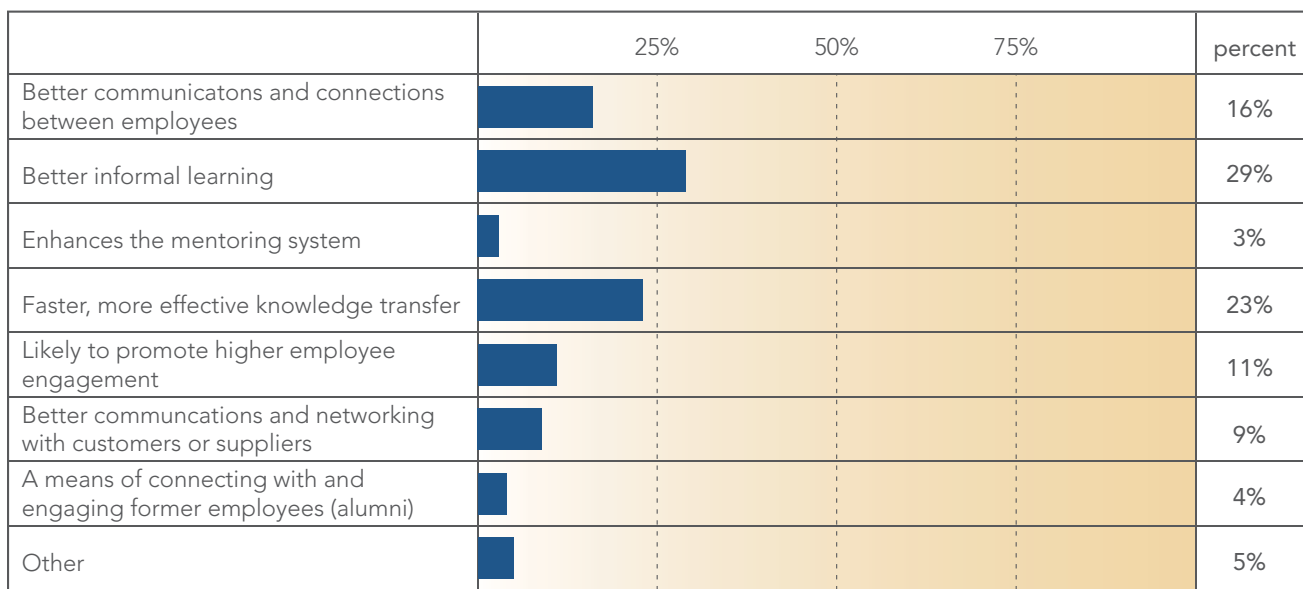
Figure 1.23: What benefit do you expect from user-generated content: blogs and/or wikis as employee collaboration tools? (multiple selections allowed)



n=126

Human Capital Institute, Cornerstone OnDemand, 2008

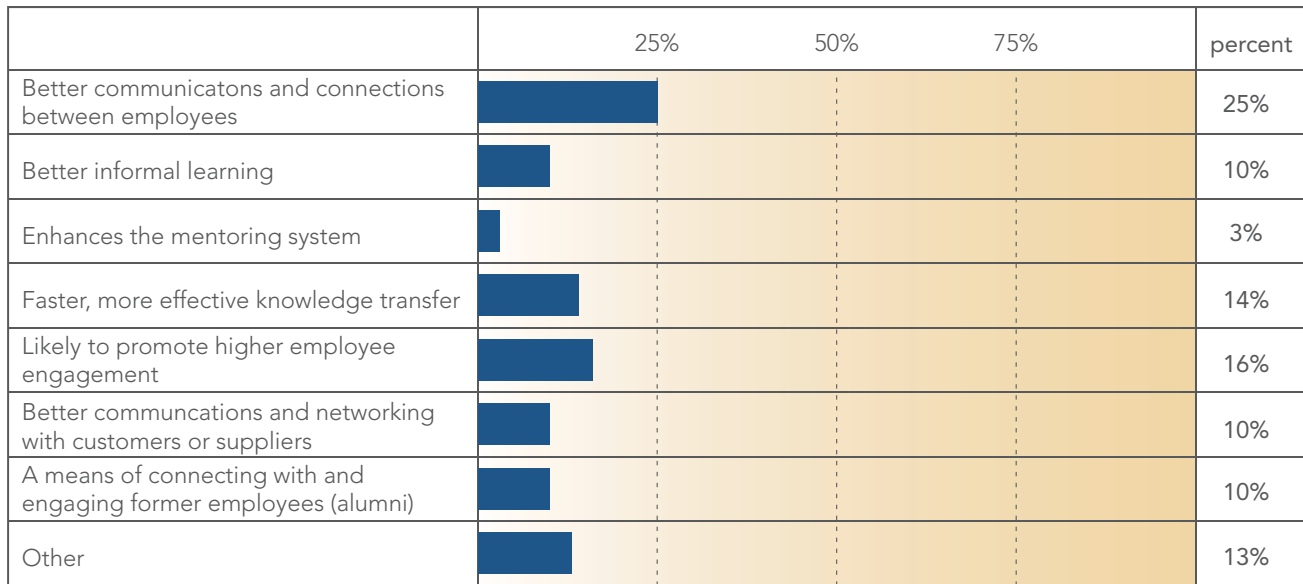
Figure 1.24: What benefit do you expect from threaded discussion boards as an employee collaboration tool? (multiple selections allowed)



n=119

Human Capital Institute, Cornerstone OnDemand, 2008

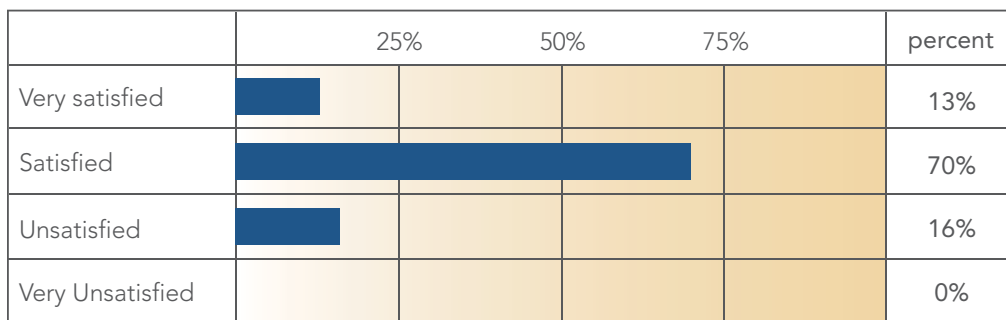
Figure 1.25: What benefit do you expect from other Web 2.0 tools as employee collaboration tools? (multiple selections allowed)



n=105

Human Capital Institute, Cornerstone OnDemand, 2008

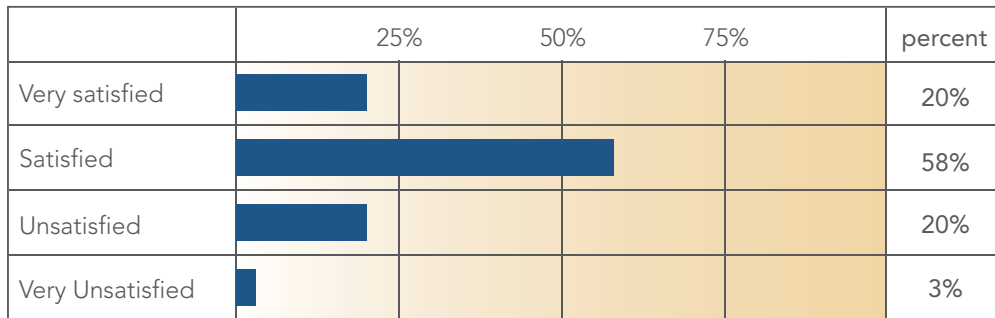
Figure 1.26: Rate your satisfaction with threaded discussion boards as employee collaboration tools.



n=61

Human Capital Institute, Cornerstone OnDemand, 2008

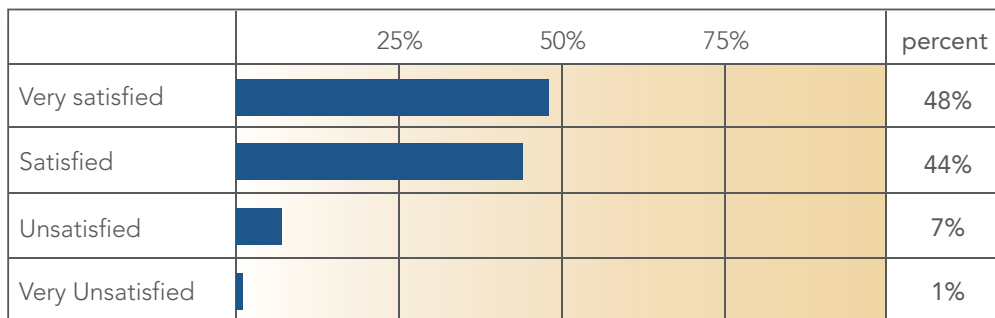
Figure 1.27: Rate your satisfaction with user-generated content, blogs and/or wikis as employee collaboration tools.



n=76

Human Capital Institute, Cornerstone OnDemand, 2008

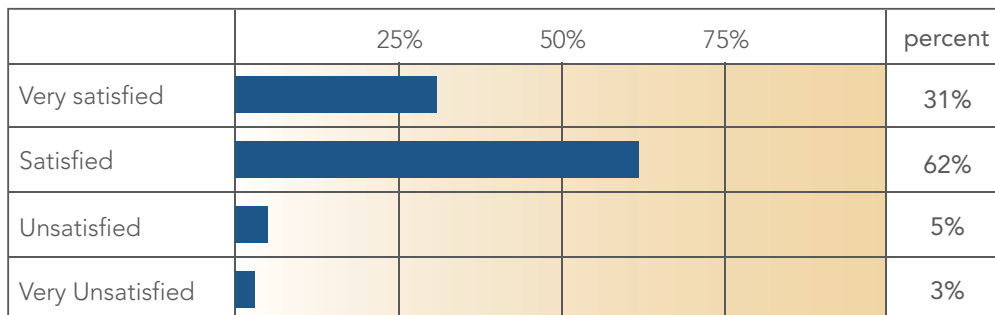
Figure 1.28: Rate your satisfaction with chat/IM as employee collaboration tools.



n=102

Human Capital Institute, Cornerstone OnDemand, 2008

Figure 1.29: Rate your satisfaction with Other Web 2.0 tools as employee collaboration tools.



n=39

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