The Handshake that Says “Glad to Work With You”

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Update on MITRE’s “Social Business” Transformation
What is Social Business?

“Social business is the application of emerging technologies like Web 2.0 accompanied by organizational, cultural, and process changes to improve business performance in an increasingly connected global economic environment.”


An opportunity to fundamentally change the way employees work with each other, sponsors/partners, and customers
MITRE Drivers For Social Business Adoption

1 – FEAR
Can we attract/retain the next generation workforce, the “connected” generation?

2 – CURIOSITY
Can we leverage the power of networks for the enterprise?

- Collaborative processes
  - “Bring the world to bear”
  - Communicate at “internet speed and scale”
  - Strengthen partner relationships, influence, broker
  - Support a distributed network orders of magnitude larger than face-to-face
  - Get the right people into the business process earlier

- Internal research program processes
  - Crowd source idea generation, teaming, evaluation of ideas

3 – DISCOVERY
What are the additional effects of social business?

- Physical workplace design
Statistics on Consumer Social Media Use and Users

In 2013, the Millennials are 13 – 33 years old. Boomers are now 49-67.

Source: Pew Research Center’s Internet & American Life Project tracking surveys 2005-2013. Spring Tracking Survey, April 17 – May 19, 2013. N=1,895 adult internet users ages 18+. Interviews were conducted in English and Spanish and on landline and cell phones. The margin of error for results based on all internet users is +/- 2.5 percentage points.
“Currently, only 7% of millennials work for a Fortune 500 company because startups are dominating the workforce ...” (Schawbel, Millennial Branding, 2012)

“If large corporations want to remain competitive, they need to aggressively recruit Gen-Y workers. Big corporations can't afford to be left behind.“ (Schawbel, Millennial Branding, 2012)

“Only 2.3% of current college students plan to work for the federal government after graduation.” (Partnership for Public Service, 2012)
Q1: Who has greater versatility and access to the latest news and information, and can easily publish and conference anytime, anywhere?

A - Millennial with an iphone, laptop, and an iPad

B – Typical employee in the workplace

Firewalls
Info Security
Intellectual Property Protection
Habit and training
Identity and Access

Info Policy
Desktop Lockdown
Culture
Enterprise Tools
Status of Enterprise Social Business

Status of social network purchases in past 12 months:

- 79% already deployed at least 1 solution

Company’s social business maturity rankings:

- But 83% ranked themselves as “early” or “developing”

“the majority of companies… appear to be stuck in first gear on the road to becoming social businesses”

Source: IDC’s Social Business Survey, February 2013

Handshake: Social Business Networking with External Partners

Profile pages with field-level access control

Groups spaces for discussions, files, wiki pages, photo albums

Handshake is positioned outside our firewall - so yes, they can. It's more...

Profile pages

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Approved for public release
MITRE identity model with single sign on
“Box Model” for group permissions
– Restricts contents to group permission level ceiling
Displayed permissions & access
Connect vs follow; follow groups by default
Email notifications, respond via email
Handshake gadget on intranet homepage
### Longitudinal Evaluation of Business Value

<table>
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<th>Year</th>
<th>Month</th>
<th>Event</th>
<th>Details</th>
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<td>February</td>
<td>MITRE Interviews</td>
<td>(22)</td>
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<td>2011</td>
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<td>Case Study Interviews</td>
<td>(63)</td>
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<td>September</td>
<td>1st MITRE Survey</td>
<td>(354 – 8%)</td>
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<td>2012</td>
<td>February</td>
<td>External Interviews</td>
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<td>August</td>
<td>External Survey</td>
<td>(88 – 3%)</td>
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<td></td>
<td>November</td>
<td>2nd MITRE Survey</td>
<td>(409 – 8.2%)</td>
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<tr>
<td>2013</td>
<td></td>
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**External publications**
- Group 2010
- HCII 2011
- CHI 2012
- Babson
Handshake Accounts

- August 2009: 3050
- August 2010: 4596
- August 2011: 5815
- August 2012: 6778
- August 2013: 9226

Handshake Contents

- 9800 files
- 7500 discussion topics
- 4200 images
- 2800 blogs
- 2300 wiki pages

Contributors by Location

- Bedford: 200 contributors
- Washington: 600 contributors
- Site: 200 contributors
- Teleworker: 100 contributors

Handshake Groups ~1200

- Project: 307
- Strategy Working Groups: 176
- Community of Practice: 165
- MITRE Organization: 103
- Peer Support: 76
- Program: 75
- Affiliation or Network: 68
- Social: 66
- Application Support: 55
- Conference or TEM: 43
- Academic Engagement: 38
- Industry Engagement: 33

Sept 2013
Operational Use Cases
Assessing the Business Value

MITRE Organizations

Carnegie Mellon

Social

Project Pages

Application Support

Affiliation Network

Projects

Event

Academic Engagement

Communities of Practice

Industry Engagement

Peer Support

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Approved for public release
Handshake Success Stories

Transparent Engineering

MyMII Intranet Portal community on Handshake
226 members, 65% contributing

Colorado Springs Fire, Crisis Response Support

“It was a great meeting place," she says. "For the folks who were being evacuated, it was a comfort, knowing they could go to one place for information on who could house them or their pets or horses, without having to go through tons of emails”.
- COS Office Coordinator

National Forum on Fusion Center Issues

Virtually brought together hundreds of first responders from around the country

Crowd Sourcing Archived Photos
Social groups continue to remain active over time; Projects come and go

More Project groups are created than any other type
Perceived Benefits of Use

- Facilitates cross-organizational communication and collaboration
- Improves situational awareness of critical project information
- Consolidates multiple types of information in a single location
- Enables crowd-sourced support for innovative ideas and product features
- Helps expand and strengthen business relationships
- Enhances product quality and team productivity
Handshake User Survey 2012

Correlation between # connections / # groups and perceived value

Participants with 10+ connections responded favorably to
- Strengthening existing relationships
- Saving time on the job
- Staying aware of project status

Participants with 10+ groups responded favorably to
- Creating a community around topics of interest
- Collaborating on topics, ideas, concepts / across locations

The more connections/groups, the more value

Nov 2012
N=409
Q2: Which is the More Effective Way to Run your Internal Research Program?

A - Hierarchical gauntlet

B - Crowd-sourced idea generation

Idea Market
Social Business in Innovation Management
“Increase Relevance, Shorten Transition”

“All ideas are heard”
Proposers can team
All users can comment
External team participants

Spigit platform for idea and strategy management
Handshake for project execution

FY2012
External Partner Engagement via “Strategy Market”
“Idea Market” Metrics
Participation and collaboration

- 840 ideas submitted *(2009)*
- 39% of employees clicked in
- 57 of 72 MITRE locations participated
- 750 comment threads initiated
- 969 replies generated
- 118,672 page views
- 35% made contact with a potential collaborator

Leveled the playing field for ideas submission. Removed “intimidation” factor.

“All participants had similar opportunities for success”

From Research Proposer Surveys, n~300
The research process has become far more transparent since the introduction of the Spigit system and the establishment of uniform proposal development and assessment processes across all the Centers.

Comments via the Market were encouraging and helpful.

The Idea Market approach gives employees the chance to impact the company's work program.

Collaboration and interaction through Spigit (was valued).

It was valuable to put my idea in Spigit to allow colleagues to become familiar with it.

Even unsuccessful proposers had a positive view of the change.

**Sources:** MITRE Innovation Program Annual Proposer Surveys, FY10-13
Attract and retain promising young engineers and scientists

Develop the engineering and scientific research competency of early career MITRE staff

FY13 pilot included four participants who developed and conducted independent research projects relevant to MITRE’s work

Benefits noted by participants:

- “One of the greatest values of the program has been the opportunity to talk to people across MITRE I would not have otherwise met”
- “Just one of the lessons I’ve learned is how to narrow down a broad topic to find a project that would benefit MITRE’s customers …”
- “The ECRP … encourages a new generation of MITRE researchers”
- “Presentations to the C suite can be intimidating. This program boosted our visibility and confidence, which will be good for our careers”
Q3: Which Workspace Best Leverages the Network for Knowledge Creation?

A - Formal, homogeneous team rooms

B - Flexible multi-purpose workspaces, with virtual support

TC CRIBS (Yelp)
Millennial Push Back on our Workspaces

The 2007 Coop Challenge

Problem Definition: In a three-week timeframe, six Co-ops work together to validate/refute MITRE’s observations, literature review and assumptions of the Future Worker with regard to job attraction, retention and workplace environment.

- Asked our millennials to evaluate our workplace environment
  - Team/meeting rooms
- They voiced dissatisfaction with our uniform, formal, one-size-fits-all room design
Importance of Workspace Features by Generation


Knoll Study, 2010
Experimenting with Workspace Concepts that Support the Network
Lab Collabacles
Meshing Private and Team Spaces
In Summary, Moving From ....
To: “Leveraging the Network” via the Merging of Physical, Social and Virtual Environments

Collaborative capture boards

Collaborative storyboard development

Virtual white boards

JIRA
Cultural Dissonance Observed at MITRE
Questions?