

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.”

IDC “The Australian and New Zealand Social Business Maturity Model by Vertical Industry, Mar 2012.

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?

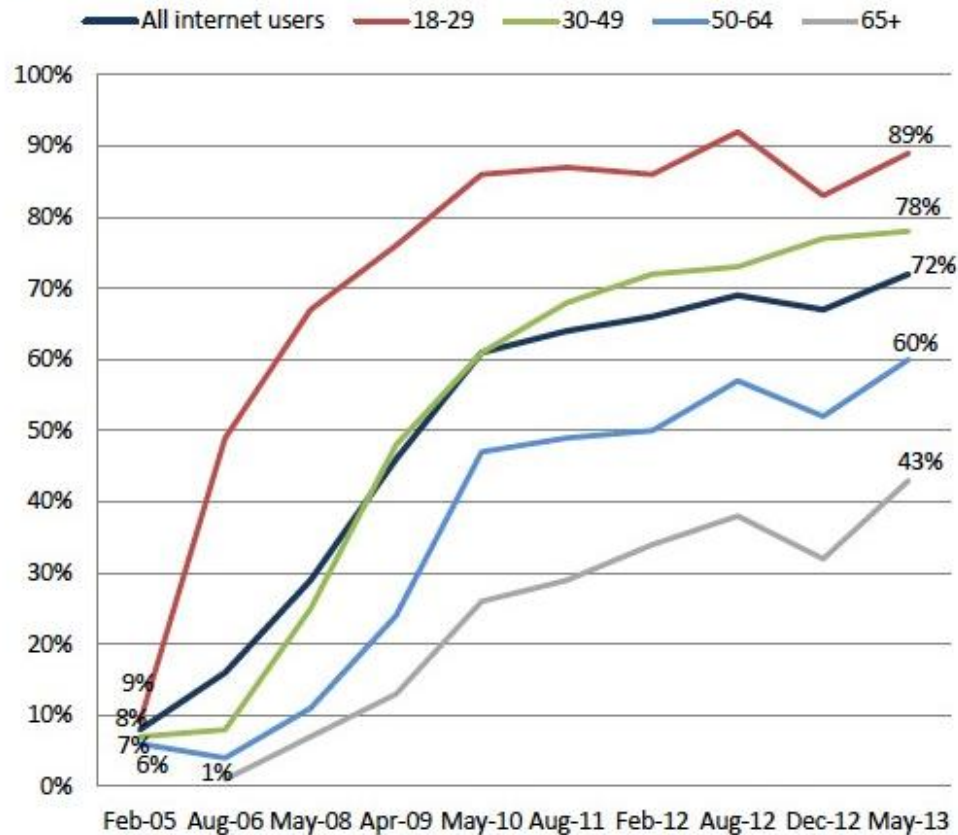
- Physical workplace design



Statistics on Consumer Social Media Use and Users

Social networking site use by age group, 2005-2012

% of internet users in each age group who use social networking sites



Millennials

Boomers

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.

Millennials will Comprise 40–50% of the Workforce by 2015, 75% by 2025

Proportion of Different Generations in Workforce*

All Generations



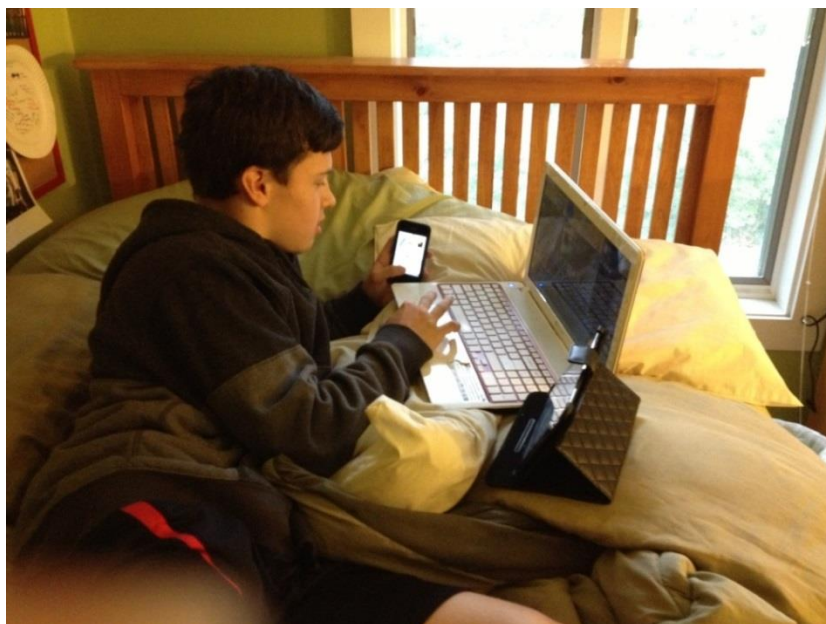
“connected-anywhere-anytime-multi-tasked-through-any-apps-or-gadgets-I-choose-regardless-of-official-policy-so-just-deal-with-it” *Accenture’s millennial research study, 2010*

They don’t rebel against authority because they aren’t threatened by it. They aren’t rule breakers. They are off building their own way of doing business that suits them better ...

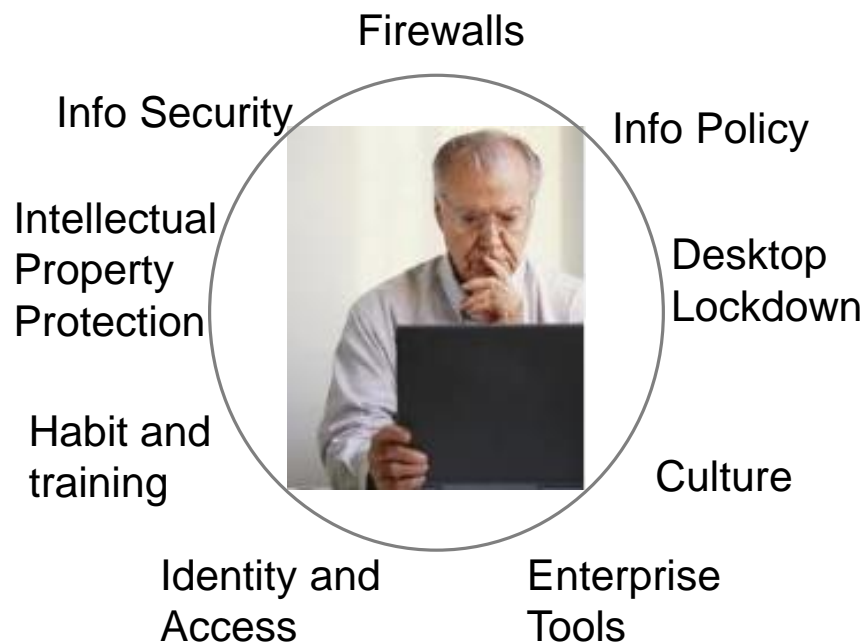
- **“Currently, only 7% of millennials work for a Fortune 500 company because startups are dominating the workforce ...”** (*Schawbel, Millennial Branding, 2012*)
- **“If large corporations want to remain competitive, they need to aggressively recruit Gen-Y workers. Big corporations can’t afford to be 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



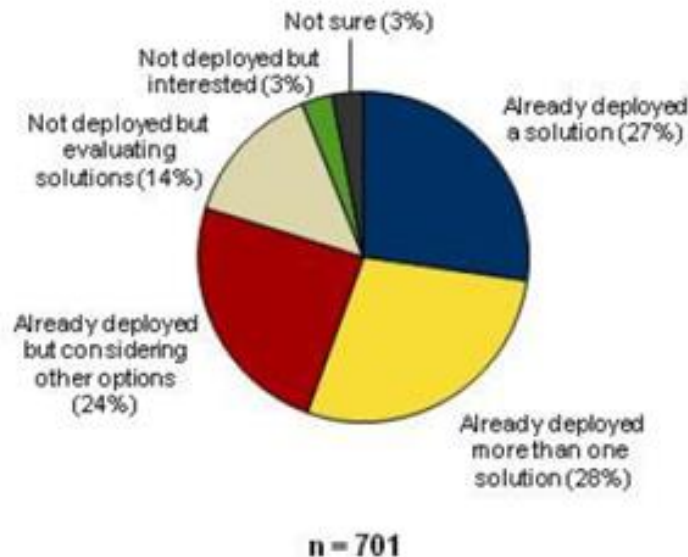
B – Typical employee in the workplace



Status of Enterprise Social Business

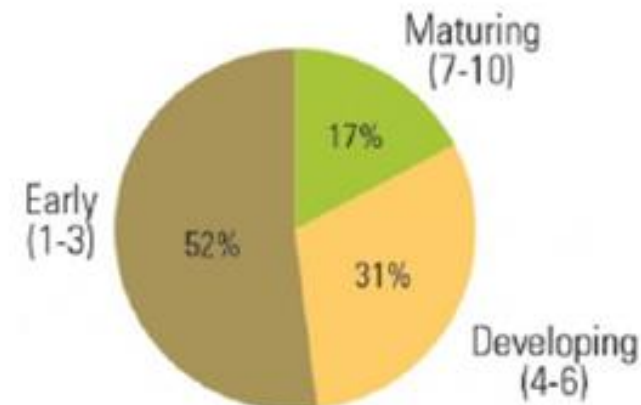
Status of social network purchases in past 12 months:

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

MIT Sloan Management Review/Deloitte University Press, 2013

Handshake: Social Business Networking with External Partners

The screenshot displays the Handshake social business networking interface. The top navigation bar includes 'Handshake', 'My Connections' (Everybody), and 'My Groups' (All Groups). The main content area shows the 'MITRE3.0' group page, which includes a group description, a 'Leave group' button, and a list of discussions. The discussions are titled 'Meditations on the future of social media at MITRE (8)', 'Deadline for MassChallenge startup competition is April 3', and 'Paper Has a Great Future?'. The right sidebar shows a list of groups, including 'MITRE-Forum' and 'MITRE-Sponsor3.0'. The bottom of the page shows a list of connections, including 'Nahum' and 'Stan'.

Handshake My Connections Everybody My Groups All Groups

MITRE3.0 Leave group

A forum for discussion and brainstorming on technology, people, and communities at MITRE in the future.

See: [A wish list of topics for MITRE 3.0](#)

communities, social media, web 2.0, mobile media and mobile technology, gps, location-based technologies, new media, people, enterprise 2.0

Group type: Social - created Jun 13, 2010

Discussion add a topic | view all

Activity view all

Meditations on the future of social media at MITRE (8)

By Andy Aug 16, 2013

The other day I attended Nahum's JLS talk on Social Media and Its Use in Organizational Environments and I was particularly struck by one tale he told of how he answered a sponsor's question by asking it on Twitter, essentially reaching beyond...

Deadline for MassChallenge startup competition is April 3

By John Mar 23, 2013

Do you know someone with an idea to startup a company? Deadline for MassChallenge startup competition is April 3 <http://masschallenge.org/accelerator>

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Paper Has a Great Future?

By Nahum Mar 18, 2013

How about establishing a sibling group, MITRE-Sponsor3.0, or MITRE-Forum,...

MITRE-Forum

A forum for discussion and brainstorming on technology, people, and communities - OPEN to MITRE & its sponsors.

MITRE-Sponsor3.0

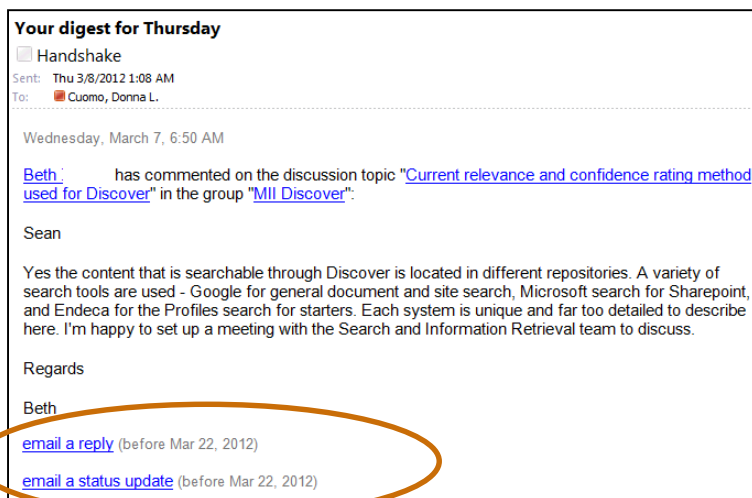
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Profile pages with field-level access control

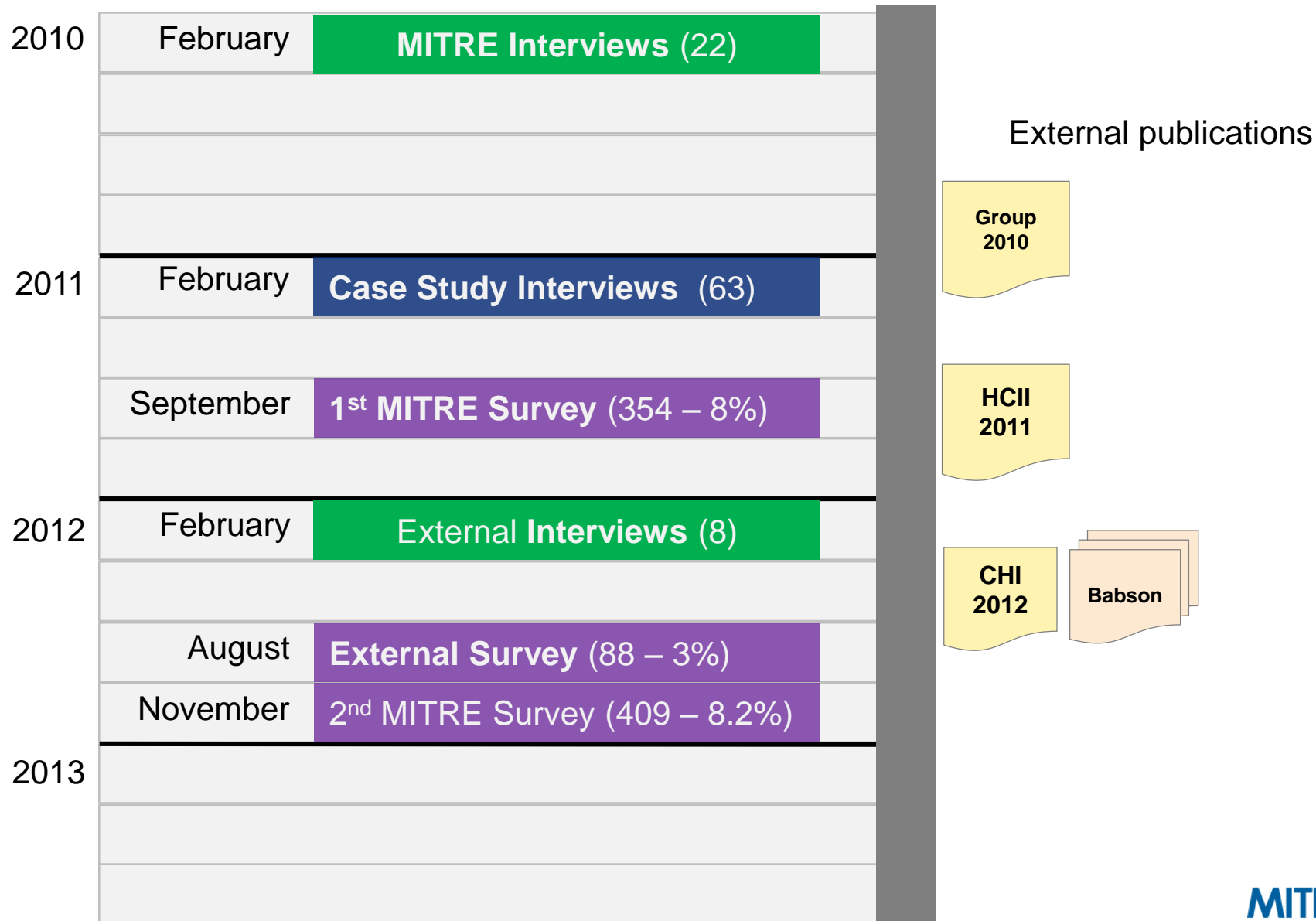
Wiki pages, albums

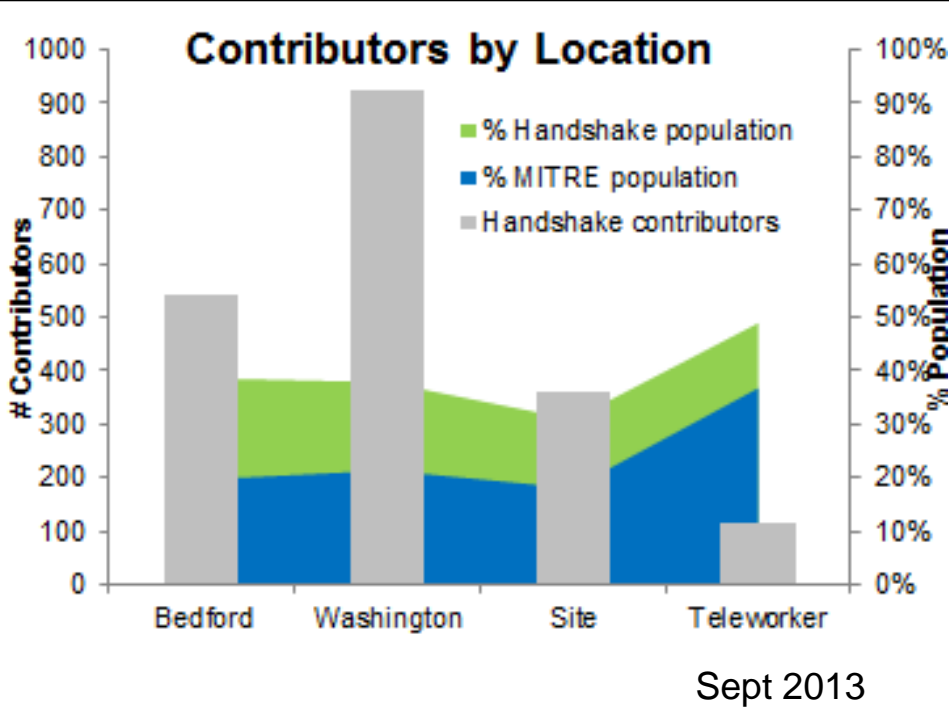
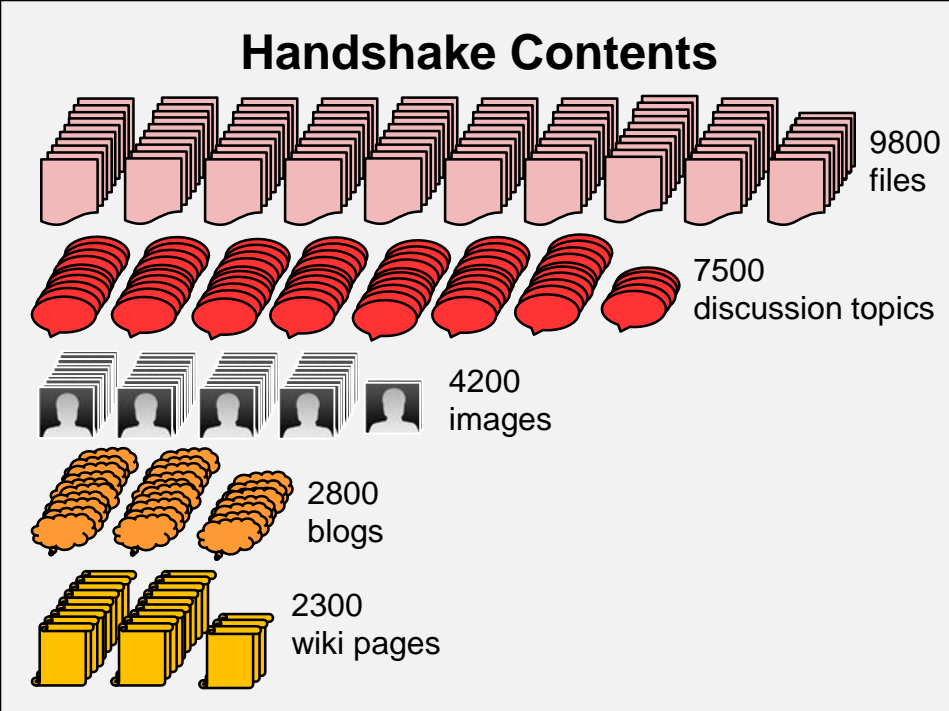
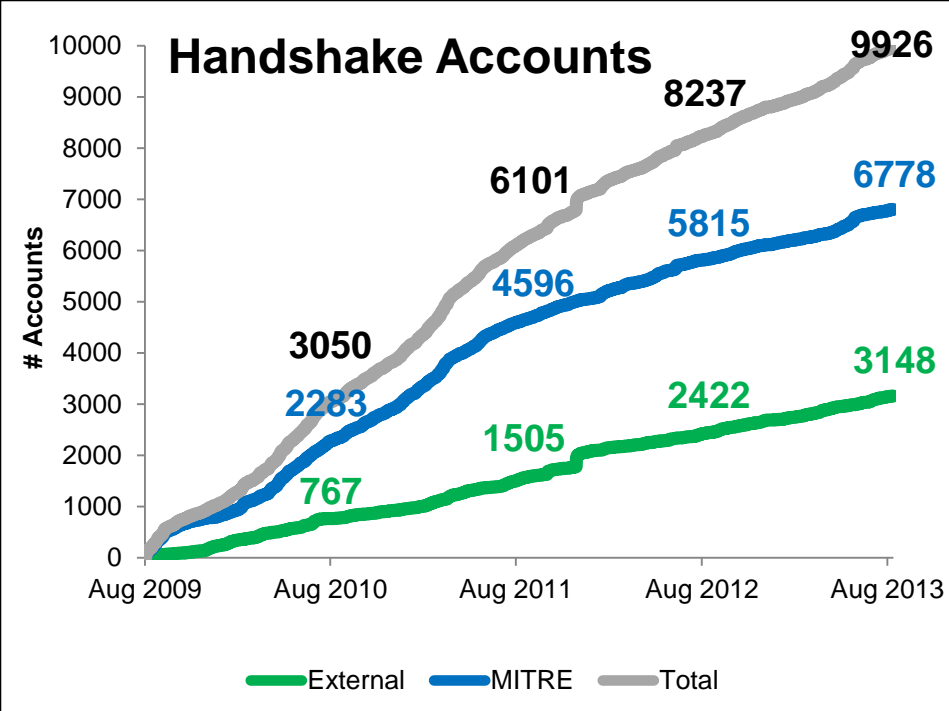
Tool Customizations & Adaptations for the Enterprise (released to open source)

- 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





Operational Use Cases

Assessing the Business Value



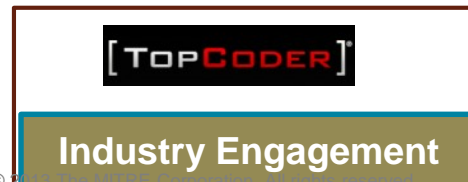
Projects



Event



Affiliation Network



Industry Engagement

MITRE
Organizations



Academic
Engagement



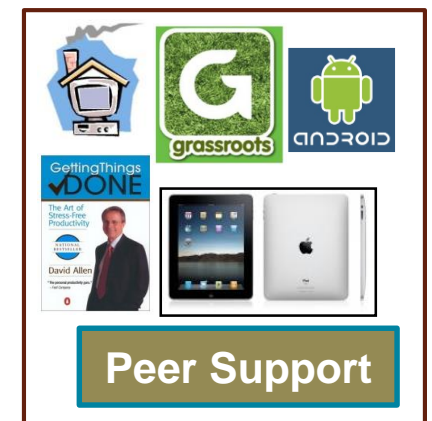
Communities of Practice



Social



Application
Support



Peer Support

Handshake Success Stories

Transparent Engineering

MyMII Intranet Portal
community on Handshake

226 members, 65% contributing

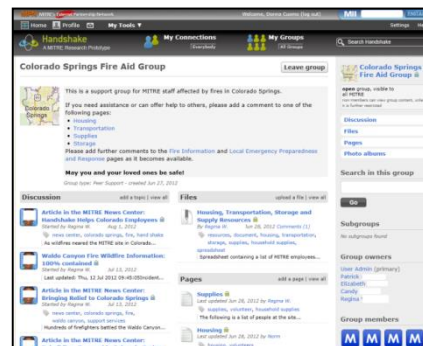


National Forum on Fusion Center Issues



Virtually brought together hundreds of first responders from around the country

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

Crowd Sourcing Archived Photos

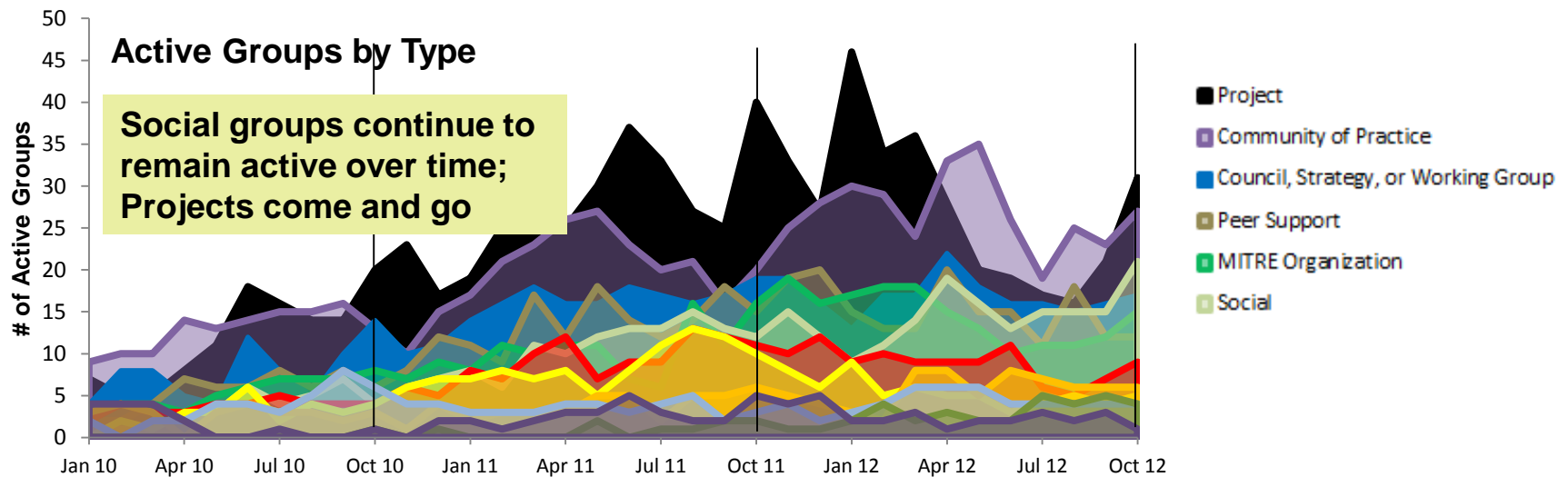
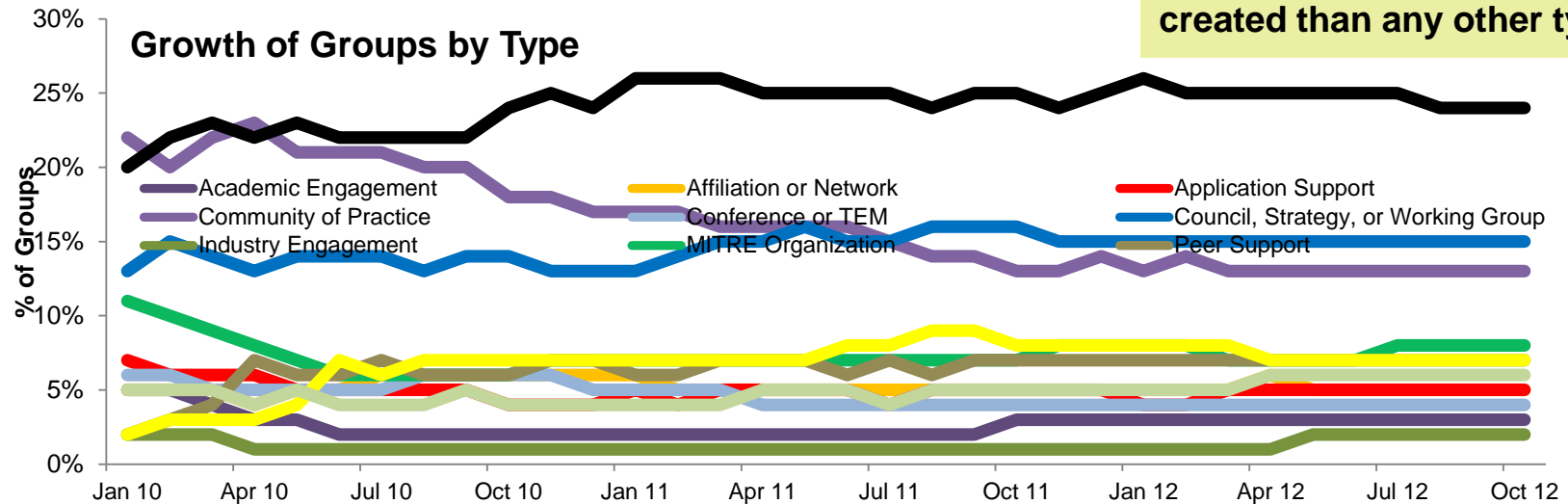
That was...[PEOPLE] Album 17

Identify the WHO, WHAT and WHERE in these photos! Just click on the image, enter your comments, and click Save! All images © The MITRE Corporation. Please indicate where people are located in group photos (e.g. front row, third from right, white shirt).



Handshake Groups Over Time

More Project groups are created than any other type



Handshake Case Study Interviews - 2011

After 2 years of operations, conducted 63 interviews with internal and external members of Handshake

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

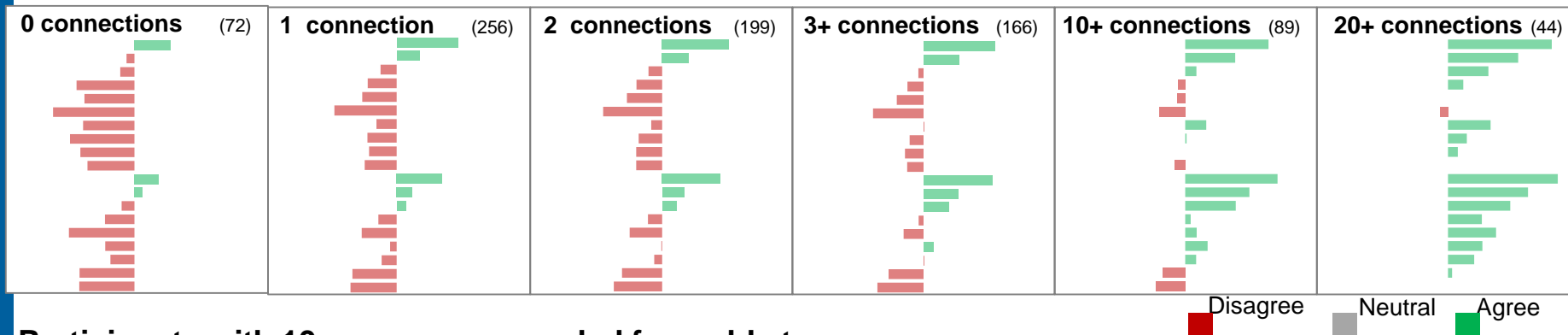
Nov 2012

N=409

Participants with 10+ connections responded favorably to

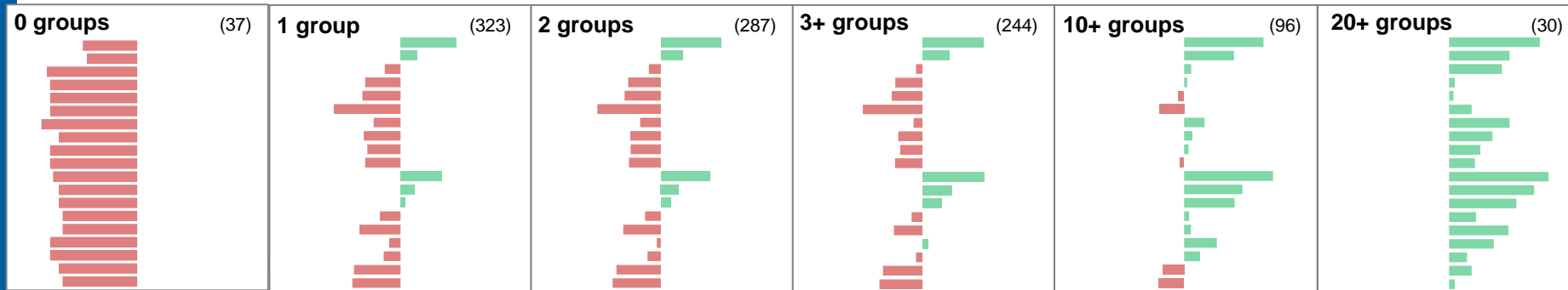
- Strengthening existing relationships
- Saving time on the job
- Staying aware of project status

The more connections/groups, the more value

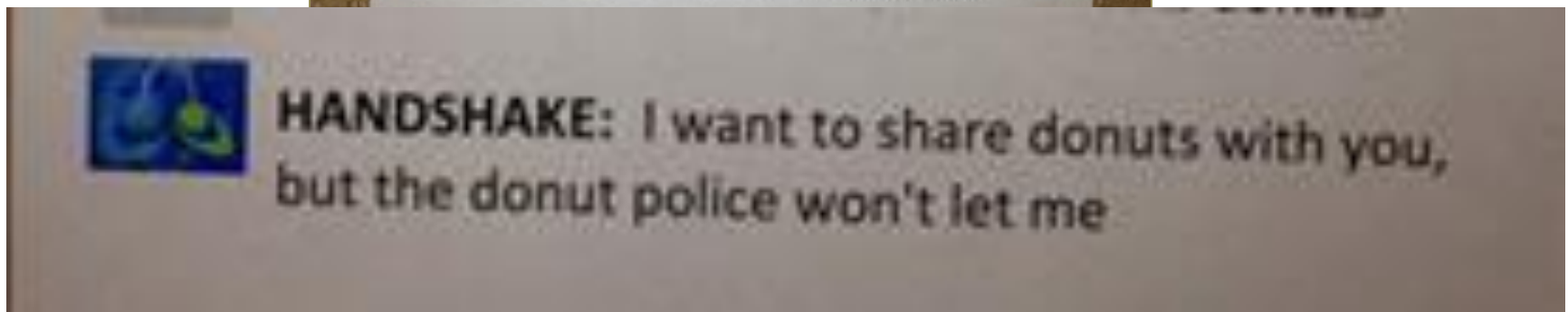


Participants with 10+ groups responded favorably to

- Creating a community around topics of interest
- Collaborating on topics, ideas, concepts / across locations

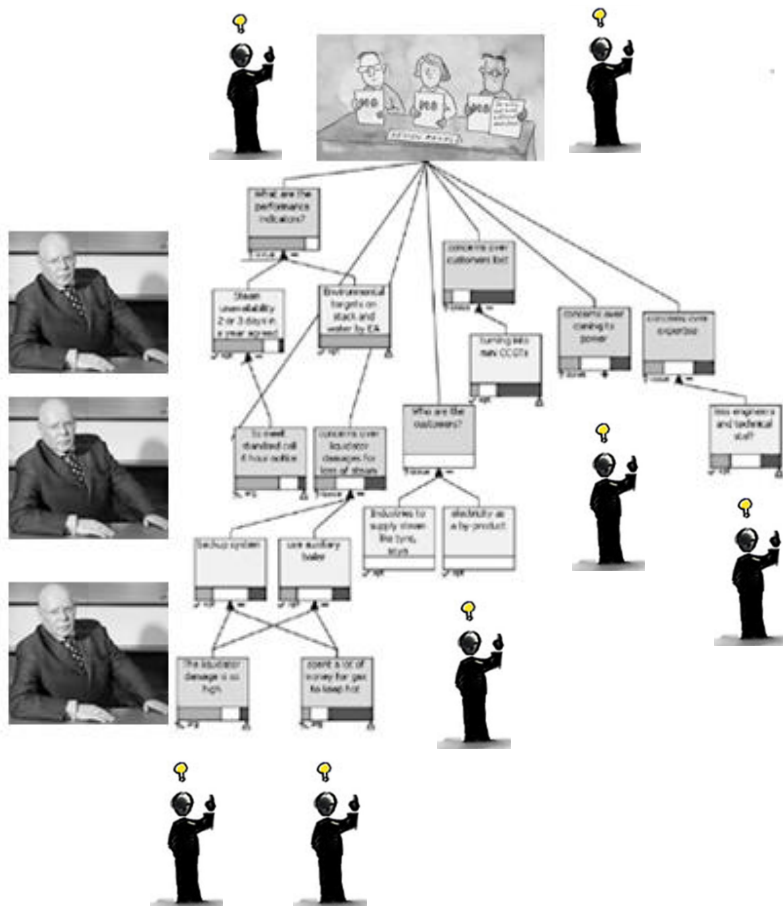


Cultural Dissonance Observed at MITRE



Q2: Which is the More Effective Way to Run your Internal Research Program?

A - Hierarchical gauntlet

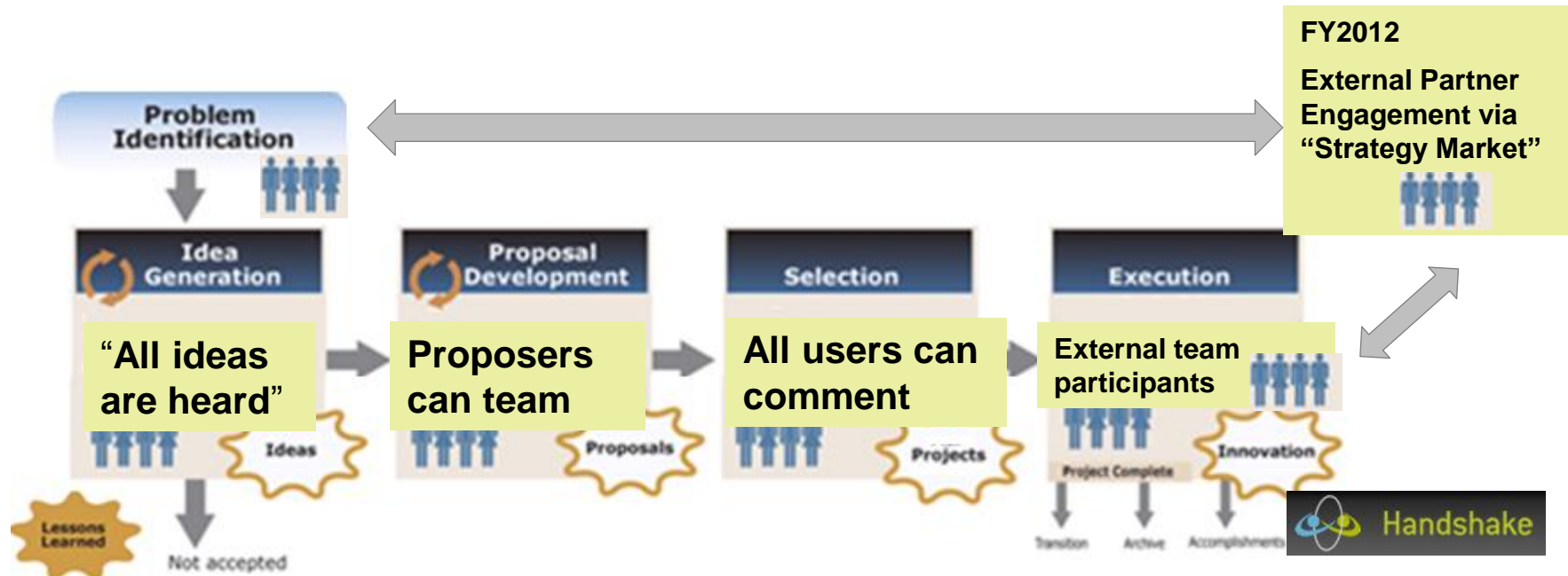


B - Crowd-sourced idea generation



Social Business in Innovation Management

“Increase Relevance, Shorten Transition”



Spigit platform for idea and strategy management
Handshake for project execution

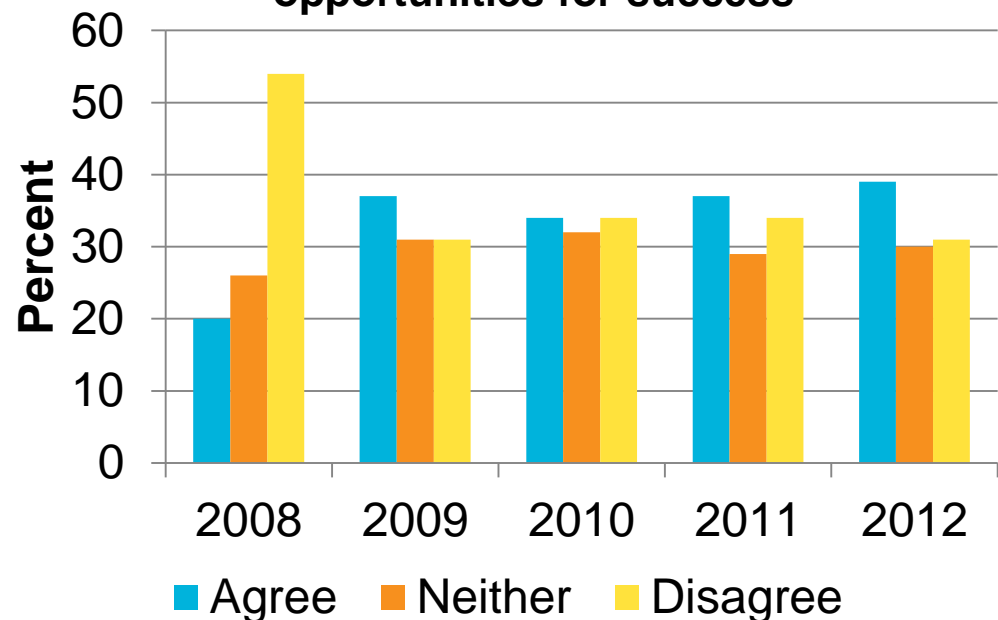
“Idea Market” Metrics

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~ 300²¹

Idea Market Unfunded Participant Comments

- 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

Research Program Addition: “Early Career Research Program”

- 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



Millennial Push Back on our Workspaces

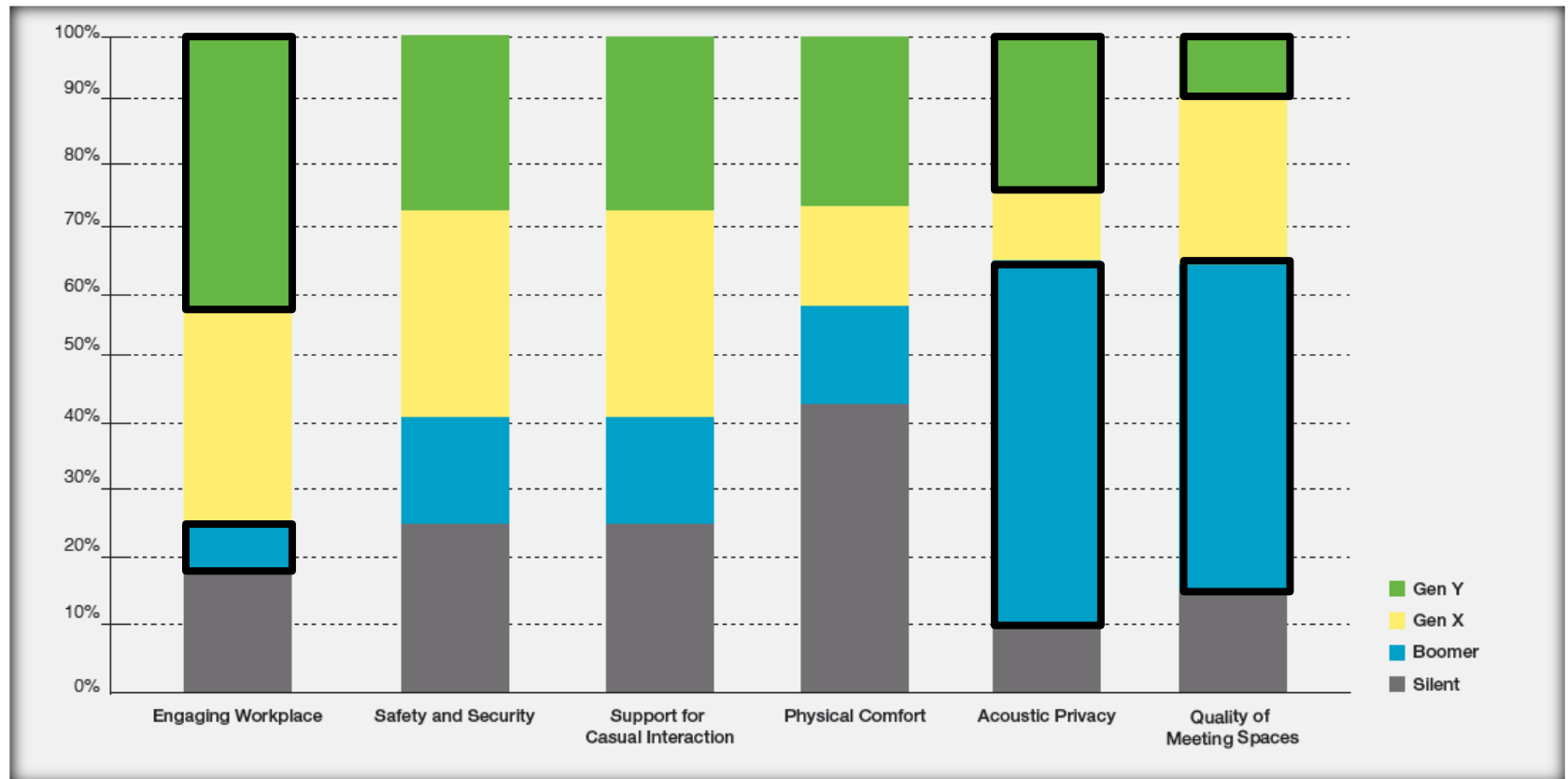
The 2007 Coop Challenge

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 *work-place 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



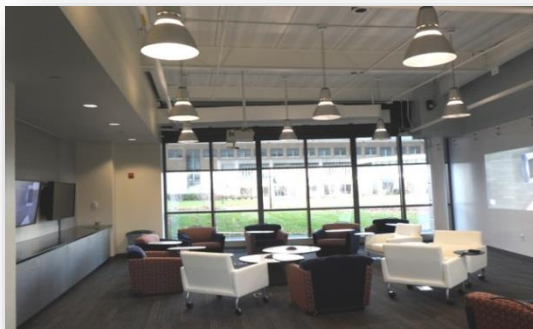
Knoll Study, 2010

Michael O'Neill, "Generational Preferences: A Glimpse into the Future Office",
Knoll Workplace Research, 2010

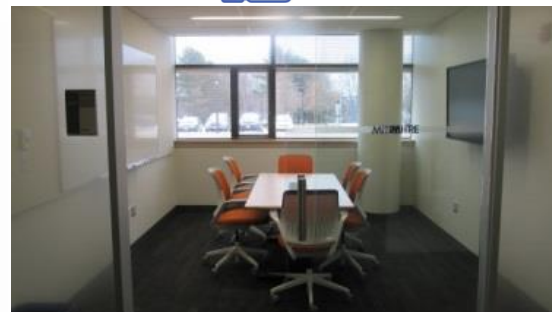
Experimenting with Workspace Concepts that Support the Network



Neighborhood Spaces



Knuckles



Huddles



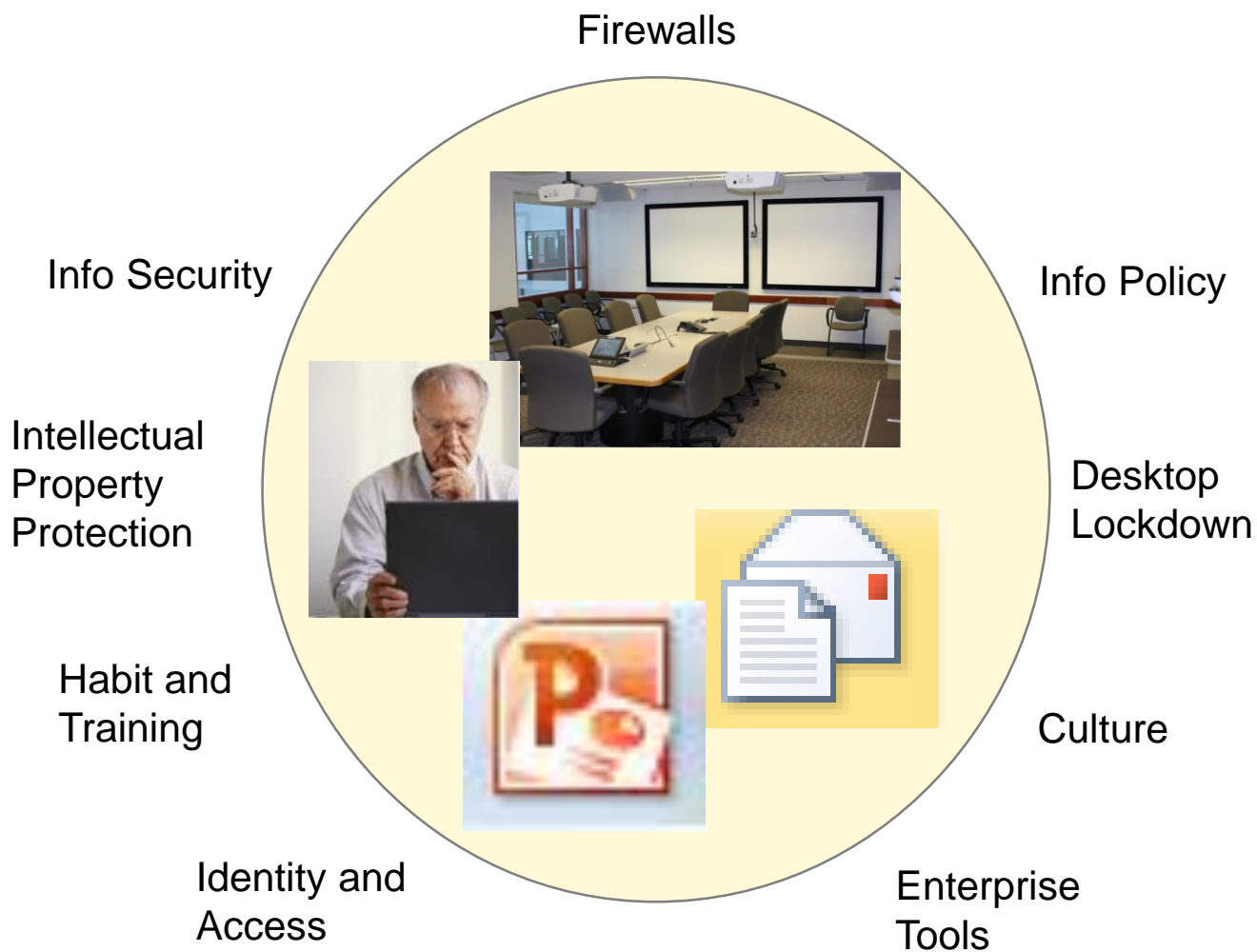
Collaboration
Coves



Lab Collabacles Meshing Private and Team Spaces

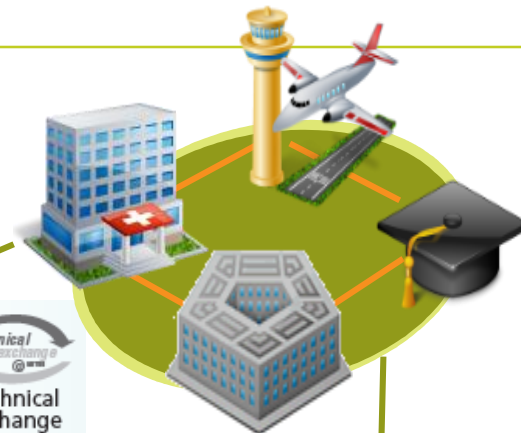


In Summary, Moving From



To: “Leveraging the Network” via the Merging of Physical, Social and Virtual Environments

Collaborative capture boards

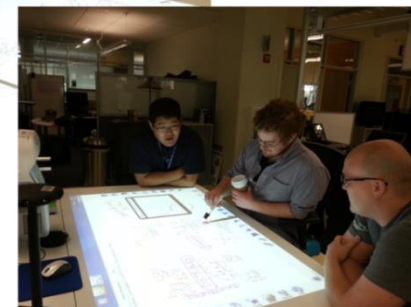


JIRA

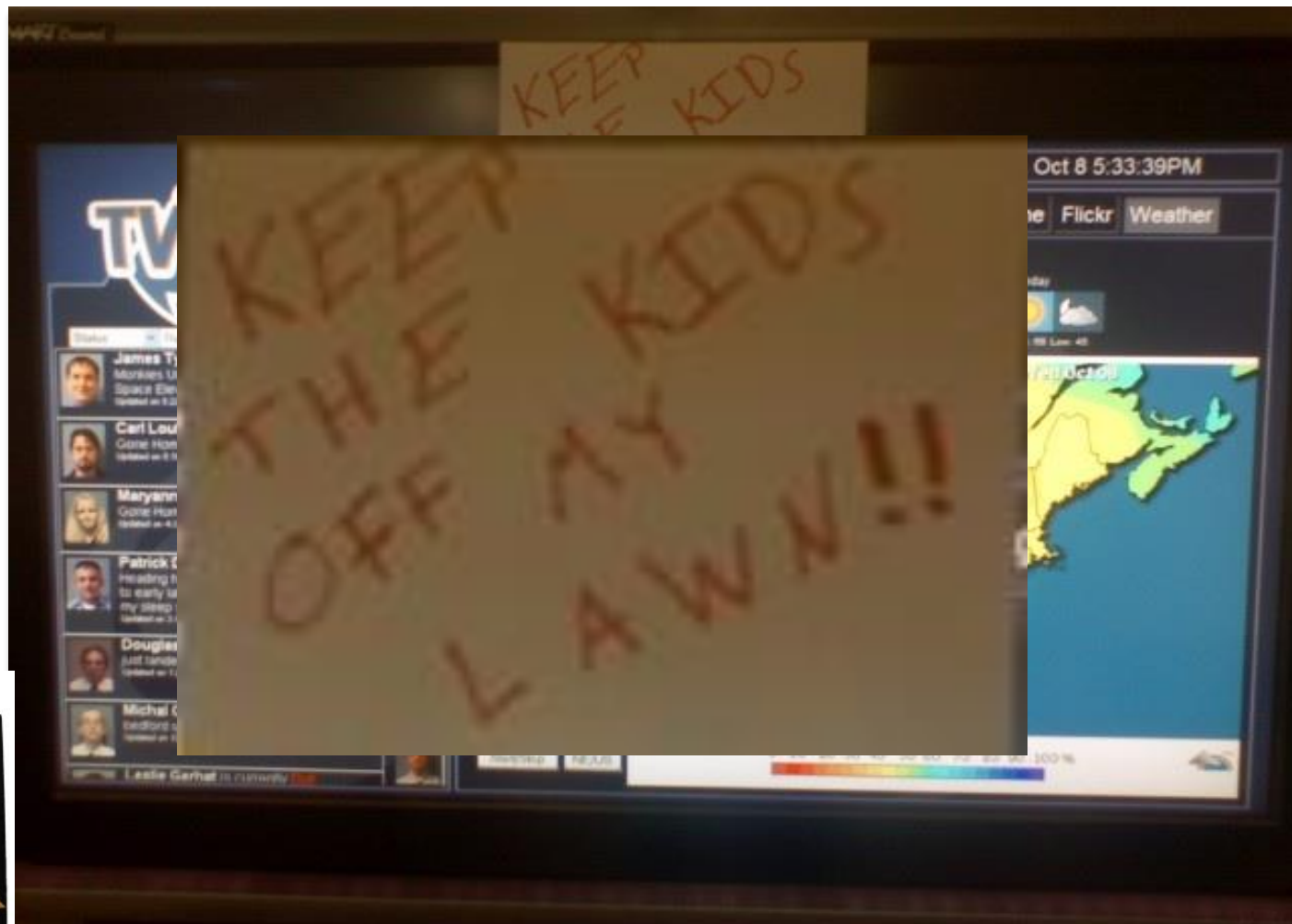


Collaborative storyboard development

Virtual white boards



Cultural Dissonance Observed at MITRE



Questions?

