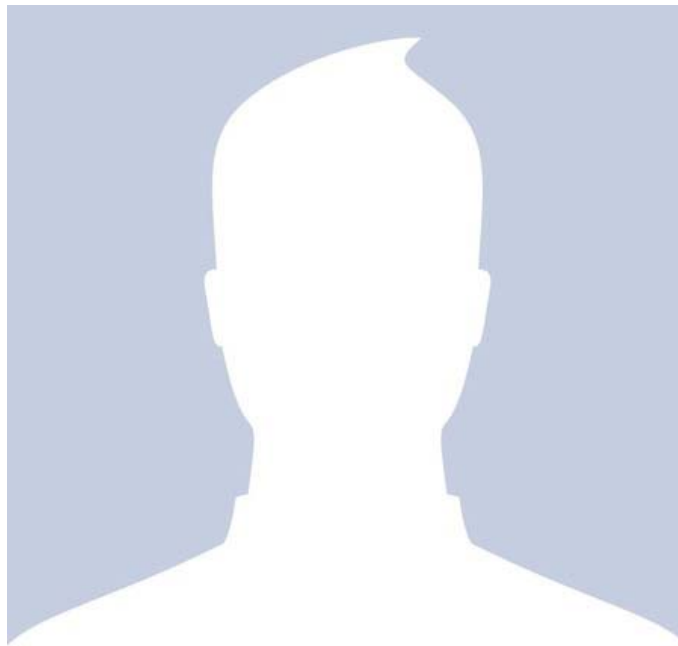


The Social Media Skills Revolution

Dr Mike Nicholson
@travellersdog

Who am I?



The growing skills gap

- 52% of EU organisations can't fill dedicated social media posts
- Increasingly resort to “any discipline” graduates with “personal Facebook experience”
- 80% of employees doing social media as “an extra duty”, 90% with no training
- Investment in technology 9x greater than in training to use it as a communications tool
- >80% of universities use social media as main student recruitment tool, but <20% use it in the classroom, contributing to the skills shortage

How do we change things?



We need to change the culture
of the organisation, and with
senior management buy-in

How can we achieve this?



Accredited by
Association
of MBAs



CASE STUDY

**WE ARE
MACMILLAN.
CANCER SUPPORT**

Background

One of largest charities, with 100+ years experience in supporting those affected by cancer

Work with 2m patients and 6m family members (estimated to double in next 20 years)

Challenge: to more effectively communicate information and inspire others to participate

Looked at other charities use of social media and recognised it was largely “push” in nature

Saw need to move social media from the PR department and embed it across organisation

Training needs

Macmillan recognised this was NOT about technology, it was about changing perceptions and use of it across the organisation

Everyone needed to be actively engaged, from the CEO to the newest trainee or intern

Needed to position social media as a business-as-usual activity, not a campaign-specific one

Members know their audiences best, so focus on empowering them with tools to engage

Began with an “ambassador” programme to identify members who could champion this



Internal audience segments

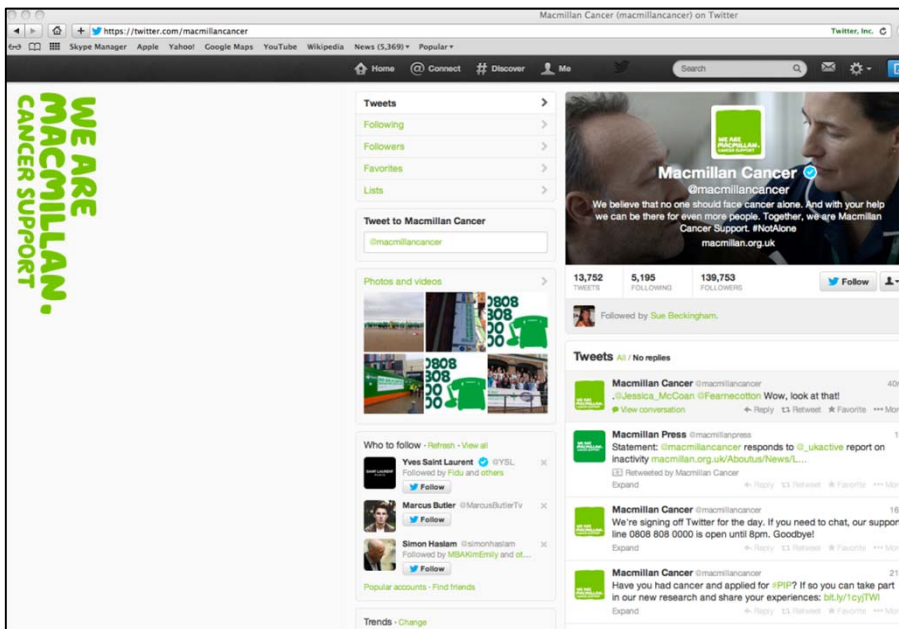
Macmillan identified three main groups in the organisation, each with different needs:-

1. Enthusiasts who saw social media as a means of furthering both the organisation's and their own career development objectives
2. Personal users who recognised potential, but were concerned about privacy
3. Social media “virgins”, with no experience of main platforms and firm (mis-)perceptions

Workshop themes, tailored to three segments

- Macmillan's five-year social media strategy and the role of the Ambassadors
- Overview of main channels and how each would be used for a specific purpose
- Best practice examples from across the private, public and third sectors
- Use of social media professionally and as a conversational tool
- Personal as well as professional use of social media, along with balance between them

Starting simple, but maximising stakeholder reach



Fostering uptake

Active from the first workshop to maintain momentum and motivation

Encouraged experimentation and practice, with Ambassadors providing peer support

Old-fashioned weekly newsletter to share information and best practice

Encouraging integration through official accounts for campaigns etc., but also guided personal use to build networks

“Light touch” policies to empower member usage, derived from dress codes etc.



Outcomes to date

From handful of “official” users to 25% engagement in a year, all using social media to build professional and personal networks

Transition from pushing messages to 12k followers to active engagement with 12m “tweeters” every month

Extensive use of LinkedIn now, both as member support mechanism and main tool for recruitment

Very fluid ownership of networks established, as members come and go, with positive impact on both fund-raising and expansion of the member-base

What can we learn from this?

Some key take-aways...

Training needs to focus less on the actual technology, and more on what individuals *do* with that technology

The biggest training challenge lies in addressing preconceptions of social media and in recognising the different user segments within the organisation

Senior managers need to overcome “FUD” (**fear** of security and potential reputational damage, **uncertainty** over a perceived loss of control, and **doubts** over productivity)

Some key take-aways...

Employees don't just need KPIs and targets, they need to know what success looks like through examples of best practice

To achieve a truly social organisation, we need to begin with a core team of “evangelists”, put peer support mechanisms in place from the outset, and be prepared to both celebrate success and *learn as an organisation* from our own mistakes

Remember we need to maintain **flexibility**, seek **safety in numbers**, and be **enabling** rather than prescriptive



GEEK IS

The New Sexy