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Final Product Accepted

Patricia Guinan, Technology, Operations, and Information Management, “Jump-starting the Use of Social Technologies in Your Organization”

How do you get your organization to start using social media to become more innovative and productive? Where and with whom should you begin? We interviewed over 70 managers in dozens of leading companies and found that the most successful firms employ one of three jump-start strategies, depending on their organization’s mission, work processes, culture, and industry. Some start at the bottom of the organization, finding and enabling “young experimenters” to use social media to enhance their individual productivity. Others start in the middle of the organization, finding and helping “corporate entrepreneurs” in middle management to use social media to improve collaboration on teams and projects. Others begin at the top, finding “enlightened executives” who are open to new technology, and helping them see the potential of social media to strengthen their organizational culture.

Faculty News

Bala Iyer, TOIM and Wendy Murphy, Management, were awarded a grant from the SHRM (Society for Human Resource Management) Foundation for their research project “Connecting at Work: The Relationship of Social Media to Learning and Work Engagement.” The foundation has a highly selective and rigorous grant process, including peer reviews by experts in the field.

Project Abstract

Social media technologies are ubiquitous in our daily lives. We propose that social media tools may foster the learning we see in mentoring relationships and positively affect employees’ job embeddedness. Our research suggests that increasing employees’ opportunities to learn and develop relationships should also lead to increased engagement, performance, and retention. This study will provide HR professionals insights into the potential benefits and costs of social media for their workforce. The planned research is mixed methods, multi-source, and longitudinal, including archived social media data and surveys. Data will be analyzed using multi-sample structural equation modeling.

SHRM Foundation Mission

The SHRM Foundation advances global human capital knowledge and practice by providing thought leadership and educational support, and sponsoring, funding and driving the adoption of cutting-edge, actionable, evidence-based research.

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