

# Engagement Transcription



NiLaFar Merchant is the author of several best-selling books that present a provocative vision of the future of organizations. She believes that some of the most innovative organizations are using their community and social engagement as a backbone to their business models, enabling them to create value, to innovate and lead in new and original ways.



By doing this, organizations increase speed and flexibility by pursuing openness, fluidity and engagement. These organizations don't operate like the powerful "800-pound gorillas" of yesteryear—but instead act more like a herd of 800 gazelles, moving together across a savannah, outrunning the competition.



NiLaFar defines engagement as a way of enabling collaborative human behavior, or social behavior. As an ExO Attribute, Engagement is comprised of digital reputation systems, games and incentive prizes. It provides the opportunity for virtuous, positive feedback loops. This in turn, allows for faster growth as a result of the increase in innovative ideas and customer and community loyalty.

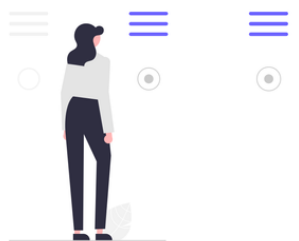


The reality is that connected individuals can now do, what once, only large centralized organizations could. But it's this management truth that requires deeper consideration. We should ask ourselves:

- Why do people connect together?
- Based on what kind of purpose?
- What motivates them to act in common interests, not simply their own?
- What causes people to trust you enough, to want to contribute something of theirs, towards a shared goal?



The question for leaders then becomes: How do you enable, foster, organize, galvanize and act, on that fundamental human capacity, to contribute and work with others?



When individuals resonate with an organization, more specifically its Massive Transformative Purpose, organizations can engage them through the following:

- Ranking transparency
- Peer pressure (or as some refer to as social comparison)
- Eliciting positive rather than negative emotions, driving long-term behavioral change
- Instant feedback, through shorter feedback cycles
- Clear, authentic rules, goals and rewards / this is more to do with reward outputs, rather than inputs, and finally
- Virtual currencies or points





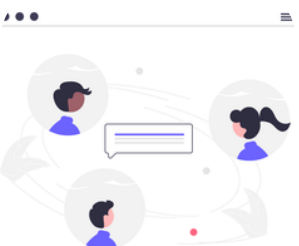
“One interesting technique is the ‘Hook model’ described in the book ‘Hooked’ written by Nir Eyal and Ryan Hoover. It describes a sequence of 4 steps that leads to user engagement:

1. The Trigger, - what internal trigger is the product addressing? Which external trigger gets the user to the product?
2. Action, - what is the simplest behavior in anticipation of the reward?
3. The Reward - is the reward fulfilling? Does it leave the user wanting more?
4. Investment - what is done to increase the likelihood of a user returning?



These are modeled around a system many social networking apps use to engage their users. It also describes 3 ‘variable’ rewards that are attractive, precisely for their variability and unpredictability. These are:

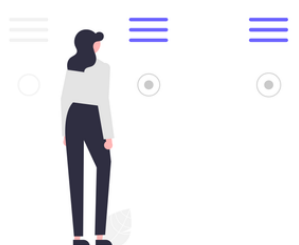
- Rewards of the Tribe (think of these as social rewards fueled by connectedness)
- Rewards of the Hunt (here we refer to material resources and information)
- Rewards of the Self (intrinsic rewards of mastery, competence and completion).



While very effective in the past, more recently, similar ways of engaging users, have also attracted a wave of public criticism. It is becoming painfully obvious that many social apps and services are intentionally designed to exploit human psychological weakness. This creates compulsive addiction on the side of the users, without any regard for the resulting negative effects. To some degree, ironically, these concerns are now being raised by the very people who created these apps.



In some countries, teenagers researched, were found to spend a staggering 8-9 hours on average, looking at their smartphones. And we are only beginning to learn, what this oversized fascination with the various digital screens in our lives, does to our psyche, social life and psychological development. As technology plays an increasing role in our lives, we certainly need to look for a healthier relationship with these tools.



Other engagement techniques aim at our competitive nature. One way to look at this, is through the intrinsic motivation of games, paired with scientific-enhancing outcomes. One such example is MIT’s Eye Wire which was launched in 2012. Eye Wire’s purpose is to map all 85 billion neurons of the brain. They quickly realized that it would take billions of hours to map the human brain. So, they enlisted over 130,000 people from 145 countries to construct 3D pieces of the brain, through a game they created.



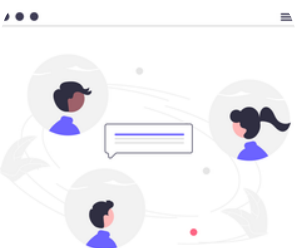


Other games that use this technique include:

- MalariaSpot, whose purpose is to hunt malaria parasites in real images
- GalaxyZoo, classifying galaxies according to their shapes
- and Foldit, helping biochemists combat AIDS and other diseases by predicting and producing protein models.



As game designer and author Jane Mc GoNigal explains, "Human beings are wired to compete." Engaging gamers, however, requires more than just throwing a game up on a website and letting gamers have a crack at it. "Gamification should empower people, not exploit them. It should feel good at the end of the day, because you made progress towards something that mattered to you." To be successful, every gamification initiative should leverage the following game techniques:



- Dynamics: motivating behavior through scenarios, rules and progression
- Mechanics: helping achieve goals through teams, competitions, rewards and feedback
- and Components: tracking progress through quests, points, levels, badges and collections



Let's now look at how engagement affects one of the most important areas of organizations - customer support. Cisco has calculated that its support communities, saved the company 200 million USD annually in case deflection, proving that there is, after all, ROI in social. It can be done.



Cisco runs a thought leadership program complete with chats, a full Facebook Support Page, with almost 800,000 followers, whilst also running certification groups on LinkedIn. Where people are fully engaged, work doesn't feel like work. And being a customer, feels more like family. This explains why so many people today look for work that has a deeper meaning - a tighter fit with their sense of purpose and motivation.



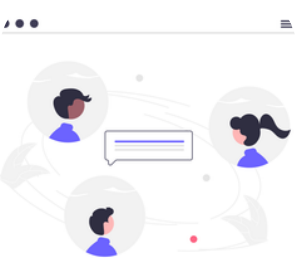
Duolingo is a language-learning app that uses gamification techniques and competitive dynamics to help people learn foreign languages. Over 300 million users, all around the world, can engage in one of the 95 different language courses available, in one of the 38 provided languages. When going through the course, students engage with auditory, written, comprehension and contextual understanding tasks. They earn points throughout their engagement, in the form of an in-game currency, which can be spent on customisation features and or bonus levels.



Another great example of the Engagement attribute, is incentive competition. Inspired by over a century old 25,000 USD prize for a first successful non-stop flight between Paris and New York, the X Prize Foundation works to open new markets and create new industries. This is accomplished by focusing on radically innovative ideas, as well as around some of the world's most pressing problems. The mechanism is simple, X Prize carefully chooses an area such as sub-orbital flight, personal medicine, child education access or water scarcity and then announces a global prize of several million USD.



This is accompanied by a carefully crafted set of criteria to determine a clear winner. Teams from all over the world then compete for the prize, often spending a multiple in R&D, collectively across the course of the competition. When a winner is finally announced, not only has the original problem been successfully tackled, while fulfilling often very challenging criteria, but also an entire new industry, and an unprecedented innovation leap, has been achieved within the selected scope. Incentive competitions are an original and powerful way to tap into our inner motivations and desires to win, focused around some of the most pressing problems and challenges we face as humanity.



Properly implemented, engagement creates network effects and positive feedback loops with extraordinary reach. The biggest impact of engagement techniques is on customers and the entire external ecosystem. However, these techniques can also be used internally with employees to boost collaboration, innovation and loyalty.



Employee engagement is defined as the emotional investment employees make in their organizations. It is the passion, involvement, and motivation they bring to work, which they use as a principal guide. Engaged employees identify with the purpose of the organization and align their own goals with the organization's goals.



The Engagement attribute is closely connected with 2 other ExO attributes - MTP and Community and Crowd. MTP often provides a strong incentive for the right kind of people to join and form a close-knit community. The Engagement attribute then helps the community to come to 'life' and focuses its energy towards meaningful pursuits in alignment with the MTP. This plays well into people's own motivations and reasons for joining the community in the first place. As such, these 3 attributes form a self-reinforcing loop that can drive the Exponential Organization forward.



We began this journey by essentially asking two questions:

1. What gives an organization meaning? and
2. What compels employees, customers and even members of the general public to devote themselves to the success of

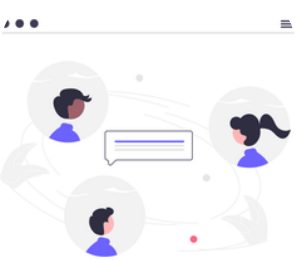


We began this journey by essentially asking two questions:

1. What gives an organization meaning?
2. What compels employees, customers and even members of the general public to devote themselves to the success of that enterprise?



These questions become even more important when discussing Exponential Organizations, given their extraordinary rates of growth, combined with a heavy dependence on their communities. This enables them realize their visions and demands a level of unprecedented commitment from a broader set of stakeholders—individuals who traditionally have had only a tenuous connection to the enterprise.



Exponential organizations must move quickly and systematically, using proven techniques and tools. We've provided both: the MTP to elicit the passionate involvement of all stakeholders in a crusade to achieve a compelling larger vision; and the components of SCALE, to access external sources of abundance present in the market

- To build and engage the Community & Crowd,
- To use Staff on Demand and Leveraged Assets,
- To effectively implement Algorithms
- To create meaningful Engagement of the external and internal stakeholders.



Where organizations can capture focus and energize their community through engagement, there is no limit to what can be accomplished.

