



# **Social Media and the Modern Organization**

**The Digital Workplace — Skills For a Changing World**

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# Social Media - Modern Communication

A number of themes to be addressed

- Highly addictive
- Crosses boundaries between work and privacy
- Boosts informal communication
- Changes interaction patterns
- May be of use (and be the cause for) crisis management





# Two (or three) main reasons for different patterns of communication

- Changes in architecture - Open-plan offices
- The entrance of millennials and most recently digital natives (generation Z) to the working environment
- Continuing digital evolution



# Simpler times?

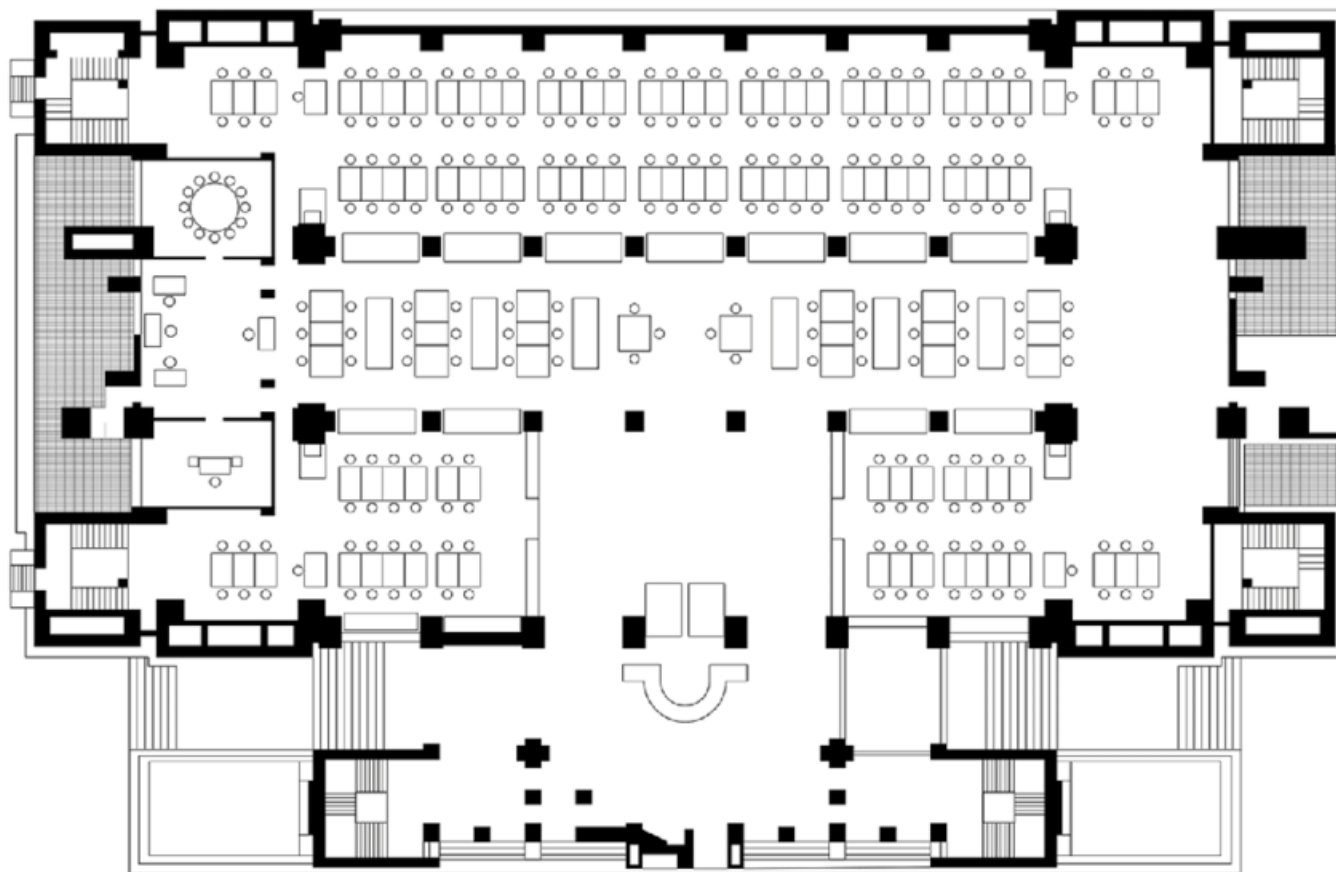


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# The Larkin building in NY



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# The open-plan office was expected to:

- Break down silos
- Boost collaboration and interaction
- Increase the transfer of knowledge
- Enhance easy communication
- Leave visible hierarchy behind





# Open-plan Office







# Development in Communication



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# What are the main reasons?

- Less productivity
- Added stress and lack of peace and quiet among staff members
- Lack of concentration due to constant environmental stimuli
- More risk of illness – infection is easier
- Increased experience of a lack of trust (everything on the table)
- Just a few closed offices – who gets one? (office politics)
- Added indirect costs



# **It's Official: Open Plan Offices Are Now the Dumbest Management Fad of All Time**

Companies have spent billions of dollars to create these supposedly-collaborative workplaces and the net effect has been for those same companies to suffer billions of dollars in lost productivity.

[Inc.com](https://www.inc.com) (July, 16th 2018)

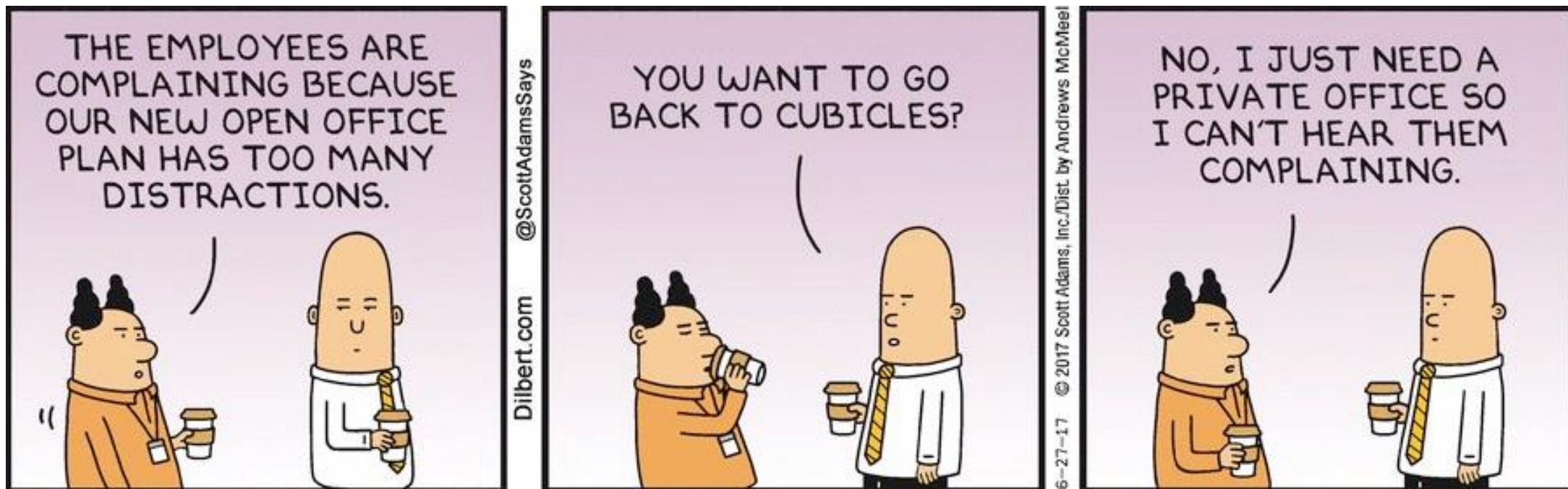


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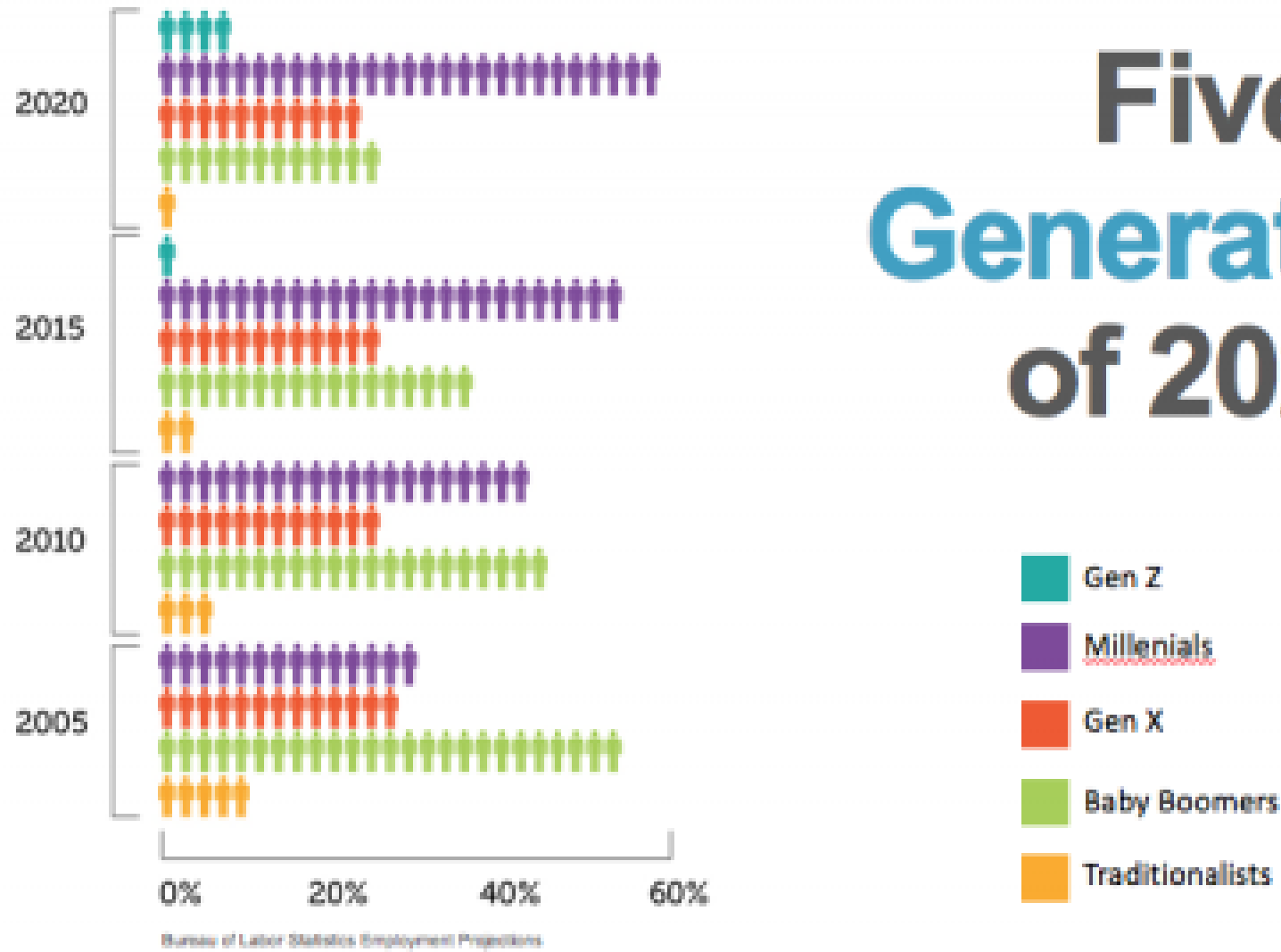


# Nostalgia ...





# Five Generations of 2020







# Intra-organizational proximity

**“how people choose whom to share knowledge with based on both the strength of the relationship and the walking distance between the knowledge sender and receiver”**

(Christensen & Pedersen, 2018, p.1783)





# Face-to-face / Face-to-interface



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# Information Management



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Reference: Sue Trombley, Managing  
Director, Thought Leadership



# Social Media as Social Lubricant?

Knowledge seekers „use an enterprise social networking site to gather information that can lubricate stuck knowledge”

Leonardi & Meyer, 2015, p. 10







# The paradox of ambient awareness.

“Each little update—each individual bit of social information—is insignificant on its own, even supremely mundane. But taken together, over time, the little snippets coalesce into a surprisingly sophisticated portrait of your friends’ and family members’ lives, like thousands of dots making a pointillist painting. This was never before possible, because in the real world, **no friend would bother to call you up and detail the sandwiches she was eating**”. (p. 46)

Thompson, 2008

[New York Times Magazine](#)



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# Social media and technostress

- Occurs between the user's abilities and the demands from the social media in the organizational environment
- Technology-work conflict has a direct effect on job performance and an indirect effect through strain
- Excessive social and hedonic social media use has significantly positive influences on technology-work conflict

Cao & Yu, 2019, p. 83-92





# Motivational factors of using an intra-organizational social media platform

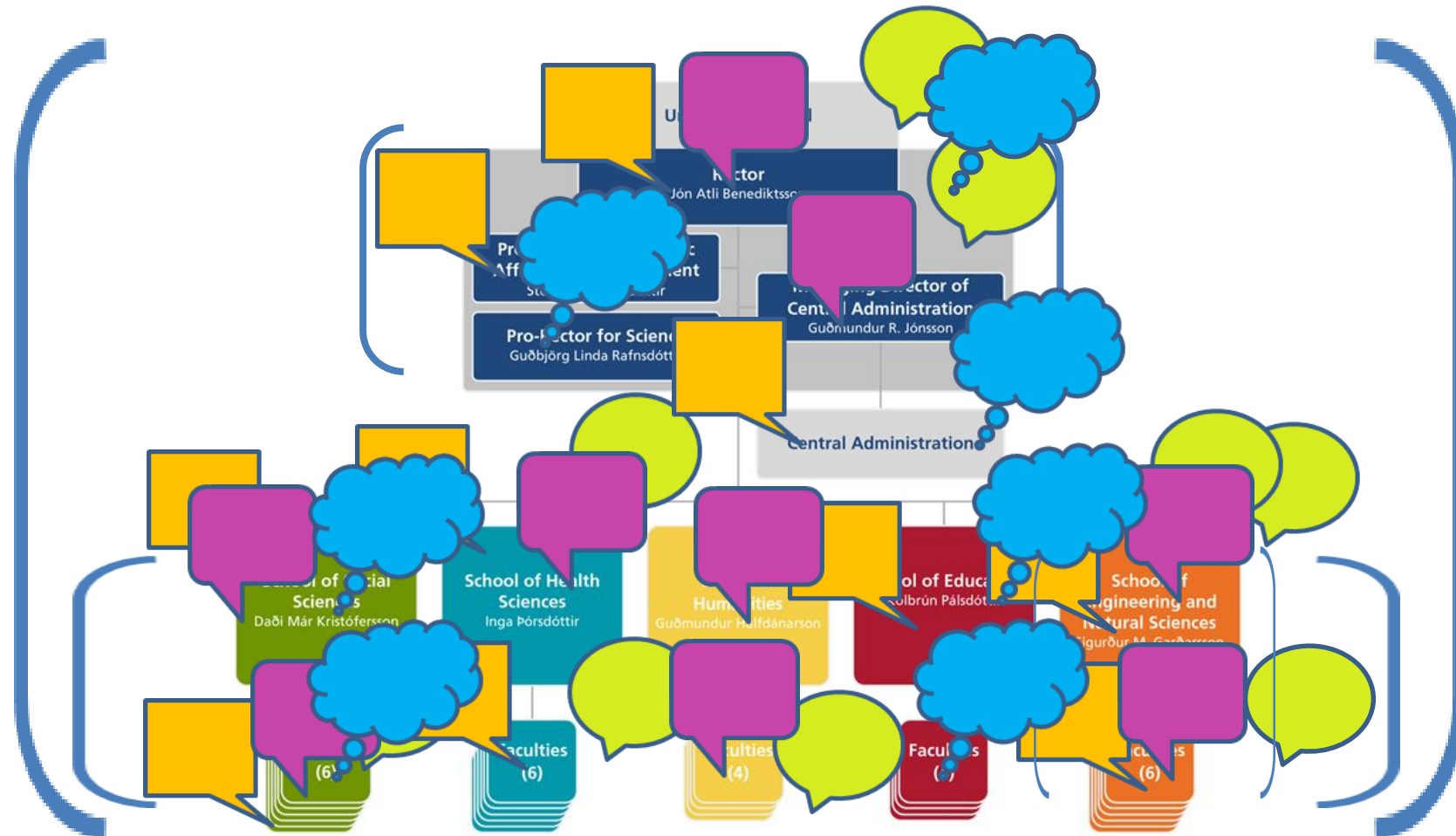
“The employees' attitude towards knowledge and knowledge sharing is decisively shaped by the organization culture of the company. **If the culture does not support knowledge sharing, it does not matter what channel is used for it**”

Vuori & Okkonen, 2012, p. 600





# New type of silos - social media silos



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# Social media policies

- What collaborative social media tool has been chosen for the workplace – use that one
- Do not implement „yet another information system“ without a clear purpose
- Write a clear policy – including responsibility for information management and monitoring.



# At the end

“In other words, be careful. By all means, explore ways in which social media can help you do your job. But before you tweet or post, consider how what you’re doing will reflect on your professionalism and our collective reputation. When in doubt, talk to colleagues, your editor or your supervisor”

[Reference: Handbook of Reuters](#)





# Thank you for listening



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