I. Free Access


See also Jill’s presentation on the topic:
http://www.youtube.com/jillkonrath#p/u/12/tViDM-Wwqlg

http://online.wsj.com/article/SB124010016486632137.html

http://online.wsj.com/article/SB124071225561256493.html

___, “Use Social Media for Your Career,” *The QuickBase Blog*, September 3, 2010:
http://quickbase.intuit.com/blog/2010/09/03/use-social-media-for-your-career/

Rykr, Eva, “What is Your Personal Social Media Policy?” *The QuickBase Blog*, November 15, 2010:


Seidenberg, Steven, “Seduced: For Lawyers, the Appeal of Social Media Is Obvious. It’s Also Dangerous,” *ABA Journal*, February 1, 2011:
http://www.abajournal.com/magazine/article/seduced_for_lawyers_the_appeal_of_social_media_is_obvious_dangerous/

Social Networks

http://www.linkedin.com/

http://twitter.com/

http://www.facebook.com/
II. Restricted Access


Summary: when Dunn’s interest in social media began, about five years ago, it was a personal interest, not a strategy. Now he uses Twitter and Facebook to connect directly with customers and employees, watch trends, and keep on top of the news.

On Memorial Day 2010, after Dunn tweeted a simple thank-you to U.S. service members and Best Buy employees in the reserves, a company product specialist let him know that her fellow employees had put together a technology system that enabled her and her three children to talk with their father, a soldier in Iraq. To Dunn, this was a moment of serendipity—and an illustration of how important his employees’ work can be.

Social media are absolutely core to his company’s strategy, Dunn says, because the more people become involved with them, the greater the demand for connectivity and the PCs and mobile devices that deliver it. That’s why Best Buy has a Twitter feed called Twelpforce, where customers can post tech problems and company associates or other users can post solutions. Dunn acknowledges that social media can have a downside—such as when his Twitter account was hacked in a particularly embarrassing way, causing a brief crisis at Best Buy—but he remains a committed fan.


Summary: social media are changing the way we do business and how leaders are perceived, from the shop floor to the CEO suite. But whereas the best businesses are creating comprehensive strategies in this area, research suggests that few corporate leaders have a social media presence—say, a Facebook or LinkedIn page—and that those who do don’t use it strategically.

Today’s leaders must embrace social media for three reasons. First, they provide a low-cost, highly accessible platform on which to build your personal brand, communicating who you are both within and outside your company. Second, they allow you to engage rapidly and simultaneously with peers, employees, customers, and the broader public—in order to leverage relationships, show commitment to a cause, and demonstrate a capacity for reflection. Third, they give you an opportunity to learn from instant information and unvarnished feedback.

To formulate your personal social media strategy, it helps to clarify your goals (personal, professional, or both), desired audience (private or public), and resources (can you justify using your company’s?). You must also consider the risks of maintaining a large number of connections and of sharing content online.

Active participation in social media can be a powerful tool—the difference between leading effectively and ineffectively, and between advancing and faltering in the pursuit of your goals.

Summary: consumers today connect with brands in fundamentally new ways, often through media channels that are beyond manufacturers’ and retailers’ control. That means traditional marketing strategies must be redesigned to accord with how brand relationships have changed.

In the famous funnel metaphor, a shopper would start with several brands in mind and systematically narrow them down to a final choice. His relationship with both the manufacturer and the retailer ended there. But now, relying heavily on digital interactions, he evaluates a shifting array of options and often engages with the brand through social media after a purchase. Though marketing strategies that focused on building brand awareness and the point of purchase worked pretty well in the past, consumer touch points have changed in nature. For example, in many categories today the single most powerful influence to buy is someone else’s advocacy.

The author describes a “consumer decision journey” of four stages: consider a selection of brands; evaluate by seeking input from peers, reviewers, and others; buy; and enjoy, advocate, bond. If the consumer’s bond with the brand becomes strong enough, she’ll enter a buy-enjoy-advocate-buy loop that skips the first two stages entirely.

Smart marketers will study the decision journey for their products and use the insights they gain to revise strategy, media spend, and organizational roles.


Summary: to identify the most frequent job-hopping errors, we analyzed data from three research streams: a survey of executive search consultants, a survey of HR heads at multinational companies, and interviews with C-level executives around the world. The job-change mistakes we outline in this article are by far the ones most commonly cited by the search consultants; the themes are echoed in the HR heads’ survey comments and in the executives’ stories about their best and worst decisions. The mistakes are: not doing enough research, leaving for money, going “from” rather than “to,” overestimating yourself, and thinking short term. They follow predictable patterns and persist throughout the course of a career."

