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COLLABORATIVE ENTERPRISE MAGAZINE

a cura di **Logotel**

08

Logotel presents this edition of the Weconomy Magazine on the occasion of the Milano Design Week 2015 and the exhibition Need [When Design Empowers Human Potential]: two different circumstances that connect thousands of people around a common interest, creating both physical and digital purpose networks. To tackle contemporary complexity we have to think about our future needs, the future of work and its interactions, through the concept of NE(x)TWORK.

**NE(X)TWORK:
FLOW, AMPLIFIED
IDENTITY,
COMMON
ENVIRONMENT**

CREDITS

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Logotel is the service design company that shapes and drives business transformation in a collaborative way. The company's team is made up of more than 140 people. It is located in Milan in 2,000 m2 of spaces in the former Faema factory plant. The company is currently working with 50 Clients, developing more than 70 different projects. In 2014 Logotel trained more than 5,000 people; it also designed and manages 29 business communities that daily connect and deliver services and contents to more than 60,000 people.



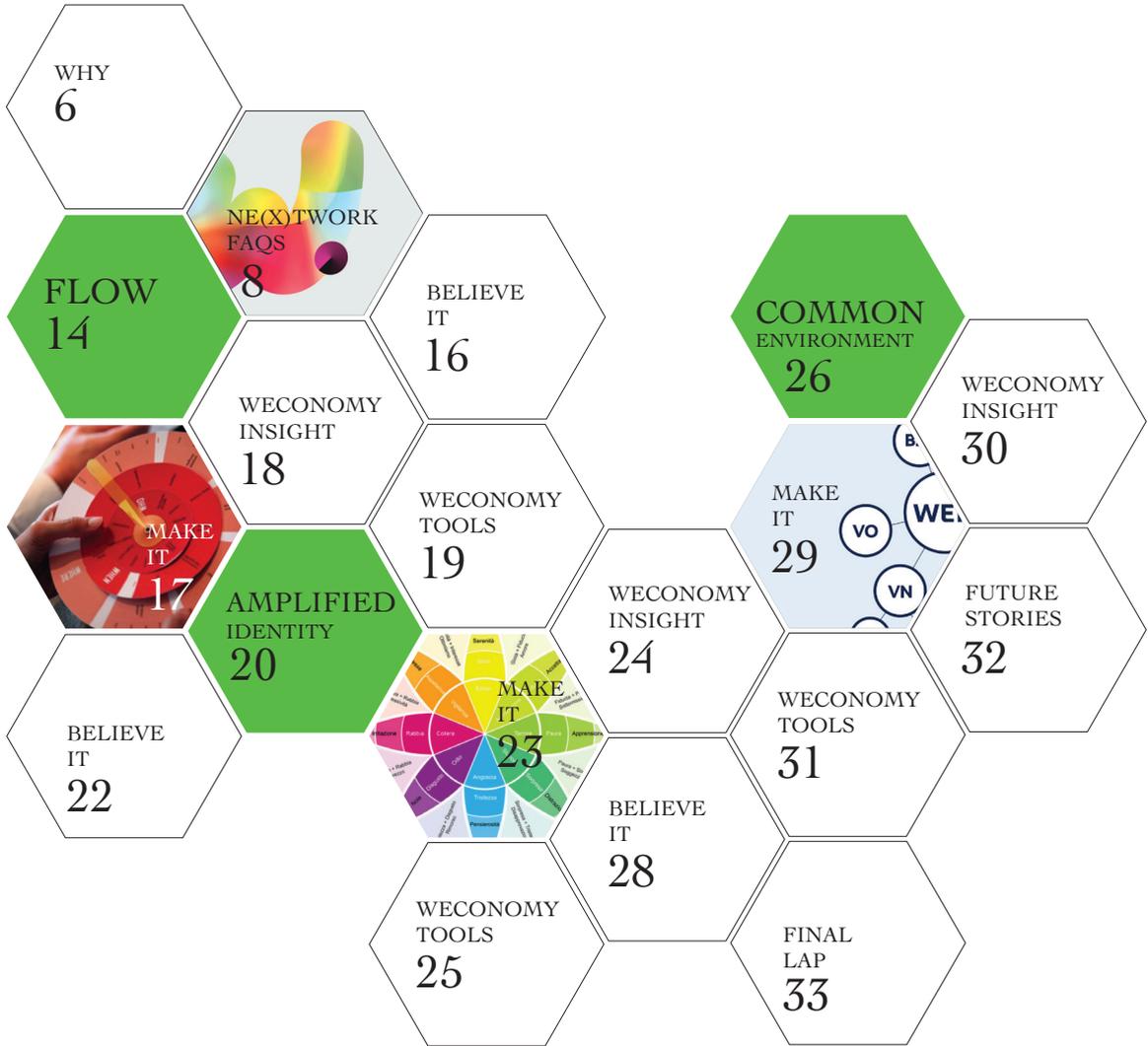
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WHY

NE(X)TWORKING: CREATING FLOW FOR A CONTINUOUS EXCHANGE

Though in recent years most energies and commitments have been primarily spent to metabolize the need to re-think it all, we now begin to see businesses awake from a period characterized by consolidated mechanisms no longer up-to-date that had harnessed and distanced them from the future. Seeing management open up to new scenarios, to new options, can only make us happy.

It's nice to witness the re-discovery of the motivation to **make an appointment with the future, to think about the meaning and the role that organizations have and that communities have for society in general.** To create new contents and ways to relate with people, new service models, new models of governance in sales and communication.

It's safe to say, that it's pretty much clear to everyone, by now, that it isn't enough "to cut and cut" but that it's necessary to redesign ourselves. It's much less clear though how we may go about doing it. It's not the first time this year that I have found myself involved in projects in which everyone was aligned on "why and where to go" and I must say also collaboratively. Operationally, though, the recurring idea was to re-utilize the same mechanisms, the same models of management, organization and the same divided procedures and activities, submerged in the same results-oriented song and dance. Furthermore everything is made more difficult because we are subjected to the pressures of a context and of a market in which everything happens in a confused manner, in which time runs faster and in worlds in which we are no longer experts. So once understood the DNA that we as an enterprise/community of people want to pursue, once we have understood

what kind of ecosystem we want to pursue, we need to understand how "to bring it home". How to bring on board our people, our Clients, our partners, our suppliers? How to transfer the project from paper and to make it live in time?

Creating the "Flow".

We agree that behind transformation projects continuity, sharing, constant adaptation and exchange of information is needed. This applies to communities – groups of people with a common denominator – like large companies, it applies to a network/community of salespeople, to a community of Clients.

Each individual within a community possess a wealth of know-how, information and experiences accrued both in their personal and professional lives that combined with that of the others and of the project make a difference. **The sharing and the continuous exchange through channels and environments generate Flows, that can be read, analyzed and addressed to specific recipients, in specific moments with specific objectives.**

Creating Flows, therefore, to support communities day after day, "to bring home the project". Therefore we believe it is urgent to address in this notebook, arrived at the letter N in our journey, the Ne(x)twork, to talk about the future of work and how this should be connected and shared in a continuous way.

Flow means fluidity around and inside the organization.

The problem, though, is that it's not enough to add other knots and other mesh to the net in the hope that a massive dose of some kind of lubricant can enable our organization to carry new performances, new torsions impossible only the day before.

Cristina Favini
Strategist e³
Manager of Design Logotel



Fluidity is a fact, but is our thought, our action and especially our gaze adequate to all its implications? This question is no longer avoidable. Because, if fluidity by now describes every aspect, this means that solid surfaces no longer exist around us. Not even that monolithic surface that is the desk. No longer solid surfaces, no longer walls but membranes. The life of organisms is more than a metaphor to explain all of this. The life of a living being grows and thrives through the constant exchange with the world-environment that surrounds it. But life is this exchange, because below the skin – that transpiring surface that circumscribes the body – each cell fulfills in every instant the same dynamics. It's exchange. Streams of stimuli enter and exit incessantly from every living body. Simultaneously streams and stimuli passes through it. Nerves, veins arteries – the examples come too easily to mind – are channels through which information, enzymes and nourishing elements... motivations pass. But how are their walls made?

The environment around us is the same thing, the same life, the same flow. So much so that it isn't so easy to distinguish ourselves. Its fluidity passes through us. And even where life expresses itself at its best (and at its most complex), in people and in their collaboration, it is in that exchange where the highest velocity and the maximum complexity occurs. There are no longer islands, like Gorbis said, and before her the poet John Donne, and just like there are no more channels, but trajectories. And each trajectory is a resultant, that is to say the result of a convergence of different elements. To describe and follow these trajectories, one must be willing to recognize that an inside and an outside no longer exist. **On the other hand, what is only professional and only personal in the energy that gives life to a company network?**

The first obstacle is our mind-set. We already have the idea of flexibility in our heads. An idea made more from the torsions of our rhetoric than from the facts that surround us.

And even if in words, we are willing to recognize that the company/community are by now a network and that the information that passes through it and the consistency of the knots (people) is the priority, it's necessary to go all the way and recognize – once again it's a question of gaze, of mind-set – that the data is rich, all of it complex: it doesn't say only one thing. How much of our network will be adequate to this scenario? How many of our calculations are willing to accept that the result can systematically exceed and displace the terms of the game.

In a fluidity like this, one can enter only as experimenters. There is learning to be done, instruments, strategies roles visions to be tested. Now: this is not a waiting room, it's already reality and who has long recognized this fluidity, has accepted the challenge and the risk of feeding on it. Has gained satisfaction and nourishment as to collaborate to fuel it.

At Logotel we design and manage 29 different Business Communities and every day together, inside and outside with our Clients, we help to build the “flow” to create physical and digital environments to support a new way to work of the communities with over 60.000 people. And every day we are surprised by what the flow, the collective intelligence with the right energy is capable of giving birth to. New ways, new rules, new tools, new environments and also a bit of dopamine.

Have a good read...

NE(X)TWORK FAQs

IMAGINARY DIALOGUE ABOUT THE INTERACTIVE FUTURE OF WORK

Q. **A.**

Ne(x)twork, a pun?

Yes. A neologism for epenthesis that plays on the words next, work and network. To talk about the future of “work” and how this is necessarily connected and shared.

Q. **A.**

Like the telecommuters then?

Not exactly. While it's true that telecommuting will be a significant phenomenon in the business landscape in the near future, what we are dealing with in this notebook, Ne(x)tworking, is a phenomenon affected by the dynamics of exchange and the creation of value between members of a business network in areas that can be either digital or physical, it does not matter

Q. **A.**

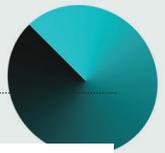
So for Ne(x)tworking you can be either at home or at your workplace?

Ne(x)tworking isn't solely defined by its ubiquitous accessibility, it isn't necessarily characterized by the location in which the exchange of value takes place. It consists of many other levels. Each individual within an organization possesses a wealth of know-how, information and experience both professionally and personally. The sharing and exchange of this wealth through structured and managed channels amplifies its meaning and relevance for all the other members of the network. Generating flows, Flows that can be read, analyzed and addressed to specific recipients at specific times with specific objectives.

Q. **A.**

The Flow of the first section of the magazine?

Exactly! Tracing the paths of the value exchanges in the network is critical in order to increase the positive effect. Having a vision of the different flows in its entirety, knowing how to direct them, coordinate them, promote them, track them and if necessary modify them underway, allows you to translate otherwise transient and ineffective inputs into coded, edited and customized outputs depending on the audience and its objectives. Conducting the orchestra of the network's crossroads in order to create a symphony of meanings, to weave a mesh of sense, to generate a collective connective intelligence.



Q. A.

And who conducts this orchestra?

There are many conductors within an organization, there isn't just one. On the one hand in a more traditional sense, it is the community manager that manages the flow, designs it, stimulates discussions and manages the programming. On the other hand, by its very nature, the flow is self-powered and organized, it creates its own pathways thanks to each crossroad in the network. The more you participate, the better you will reach the balance between self-nourishment and traditional management.

Q. A.

But why should you participate in the Flow?

Well, the advantages come from the reactions of synergistic interactions and from the generation of a common and shared "reason why" (in addition to the practical benefits of learning and networking). Sometimes, however, the benefits are not sufficient to ensure that people participate. One must create dynamics of engagement that encourage individuals to take part in the Flow.

Q. A.

And how is that done?

It starts from the identity of the individuals, trying to enhance their characteristics, enabling them not only to be transported by the flow but to be an active part, giving them the opportunity to redesign their organizational role, their professional identity. The Amplified Identity, to which the second part of our notebook is dedicated, means enabling the crossroads in the flow to model their skills to fit the context of the organization in which they operate. It means enabling their colleagues to be unique and fundamental for the organization. And to do this, we need suitable stimuli and right environments.

Q. A.

So we don't talk about telecommuting but of places that matter?

Rather than place we talk about environment. It isn't so much the where that is important but the how! The term environment already implies the presence of exchanges and interactions that occur in one place. The Common Environment, the third section of the notebook, as a digital, physical or hybrid ecosystem that enables sharing and collaboration while redesigning work processes, taking into account individuals and facilitating the amplification of their identity.

Q. A.

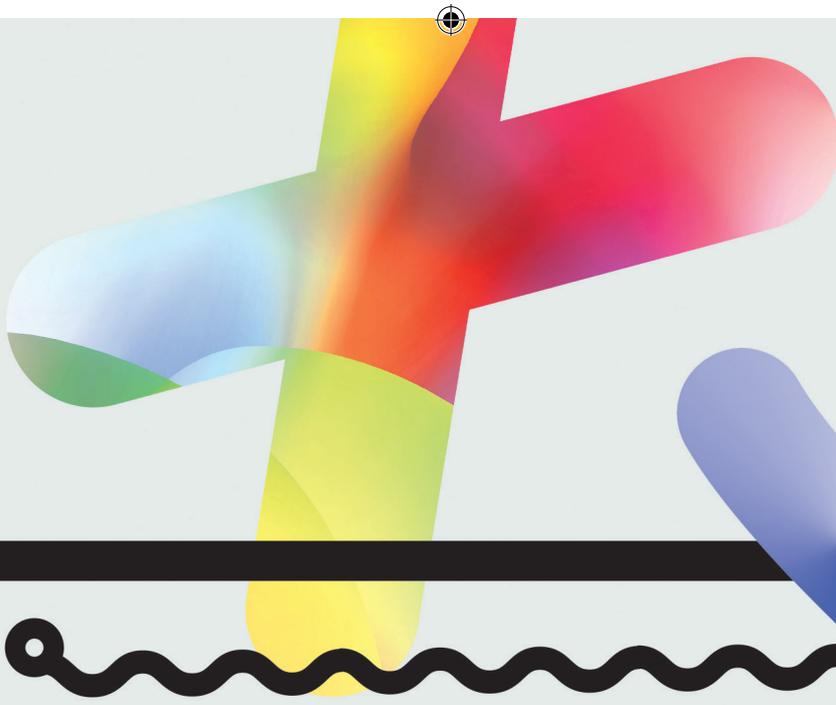
So, summarizing...

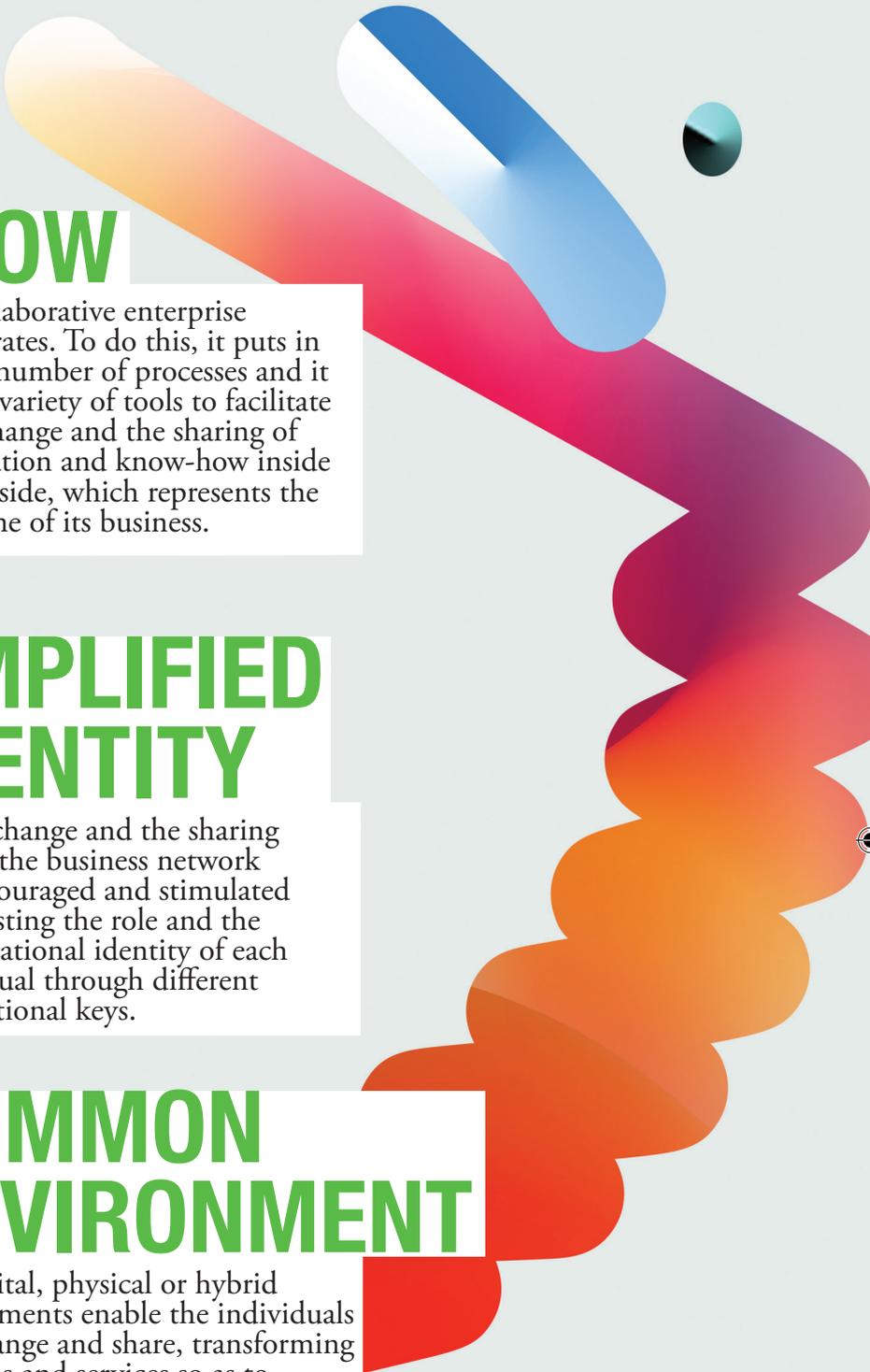
In conclusion we have the Flow, a collective intelligence and a connective network of individuals, a necessary response to a changing context and to a need to create synergistic interactions for a collaborative and effective enterprise in today's world; we have the Amplified Identity which are the processes, the tools and the dynamics, but above all the motivation that bring the network crossroads, the individuals to generate value and to be valued in return and finally we have the Common Environment, an active and responsive environment in which the network is formed, lives and feeds through the processes described.

Q. A.

Sounds like a complex system...

Of course, to understand it better, just browse through our notebook!





FLOW

The collaborative enterprise collaborates. To do this, it puts in place a number of processes and it offers a variety of tools to facilitate the exchange and the sharing of information and know-how inside and outside, which represents the backbone of its business.

AMPLIFIED IDENTITY

The exchange and the sharing within the business network are encouraged and stimulated by boosting the role and the organizational identity of each individual through different motivational keys.

COMMON ENVIRONMENT

The digital, physical or hybrid environments enable the individuals to exchange and share, transforming locations and services so as to support and enhance the dynamics of cooperation.

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FLOW



The free encyclopedia Wikipedia defines Flow as a concept “that formalizes the idea of the particles’ motion in a fluid”. This indicator applied to Ne(x)tworking takes on different levels of meaning. Within an enterprise, the particles are bits of information, know-how and experience. The fluid constitutes the Hertzian Space, or the real one, the environment for the exchange of particles.

In the previous notebook the definition given for Cross Management was “[...] the discipline in which the Manager is able to create intersections, weaving a mesh of sense tracing its many cross disciplinary strings. Investigating and exploiting the knots, the synergistic connections starting from the edges”. The Flow represents instead the network infrastructure that allows you to manage, spread and amplify the effect and the significance of each intersection. The effect of the Flow? Create a network of know-how that supports and enables its users, giving them greater autonomy but also creating more value from the exchanges and the connections. Practice Communities are then generated, communities that produce organized and quality filled know-how and that allows for a lifelong and synergistic learning approach. It is necessary, however, to design the Flow, making it effective and efficient over time, re-designing it if necessary along the way. The digital environments, by their nature, favor these dynamics, while also facilitating Flow traceability and flexibility in terms of recipients and objectives. The result? The first generation of collective intelligence Lévy-style, thanks to the practical translation in companies using Business Communities, has been transformed into the connective intelligence of De Kerckhove.

Want to know more? Read this book

*D. De Kerckhove, **The Architecture of Intelligence**, Birkhäuser 2001*



BELIEVE IT

SOCIALSTRUCTURING

HOW TO REDESIGN A COMPANY

*Marina Gorbis,
The Nature of the Future:
Dispatches from the
Socialstructured World*



There is something disturbing about the obsessive reference to the ‘social’ revolution, about the explosion of the social capital. One could perceive it as an expansion or even as something in the process of becoming the mainstay of the future world’s economy; exalt it or show indifference. We should at least consider what perception we have of this phenomenon. What we perceive of this social world depends on what we decide to ‘see’.

Do we expect spaceships flying over our heads, or do we imagine long lines of people striding while chatting online?

Somehow, we already see them, but the deeper and more solid layer of this phenomenon is less visible. It is not fiction and there is no theatrical representation here. ‘War of the Worlds’ is not a useful reference.

The most interesting thing about the ‘social’ era is the collaborative dimension that has enlightened the imagination and actions of many.

Marina Gorbis dedicated a book to this phenomenon (*The Nature of Dispatches from a socialstructured world*, Free Press, New York). She terms it Socialstructuring. Socialstructured is a movement that forces a rigid centralized structure to redefine itself and become a network with nodes that are the people. People are not islands (individual isolated beings), they have never been. People are living beings with open and rich (familiar, social, cultural, civic and economic) relationships.

People are mostly ‘connected’. What are the features of these networks with nodes that are the people?

Those networks promote exchange, hybridize and multiply the unique human skills, which are at the base of every creative and economic advancement. Gorbis lists four of them: sensemaking, the peculiar ability to spot the ‘why’ and operate according to it, social and emotional intelligence, a way of reasoning that is able to adapt and survive transformations, and the capacity of filtering our own ideas through moral criteria and values. This inventory is very interesting and contains everything that can empower a company, from its microscopic cells to its more complex processes. As always, the relationship with Customers is important. Sensemaking helps us realize our internal resources, identify our means and design new strategies.

As it usually happens, it is important to satisfy and gratify oneself and the collective society. Personal satisfaction cannot be perceived as a private dimension, measurable with traditional ‘school like’ methods.

Can we still find anyone who is convinced that those parameters considered as gospel even just 5 years ago are still relevant? Probably not.

Socialstructured networks are precisely those networks that are able not only to ‘keep together’ but also to make specific portions of society organically grow. In a flexible and efficient way. Gorbis shed light on the difference between the ‘social-structured’ dimension and the domain of production controlled by institutionalized and traditional professions, generally with closed skill sets. She is convinced that the future of processes and their rigidity cannot be eliminated and that standardization will be led by robots, smart machines. She speculates that even the domain of the commodities will be swept away. There is one aspect of this panorama that relates to the present, and is the effect that socialstructured networks produce on organizations and management. Managers have to become ‘Social Designers’ and this is because at the core of socialstructured enterprises there are the needs, opinions, interests, practices, visions and values that inspire and give importance to its main actors.

Socialstructured enterprises are a real network, not a ‘Meccano’ in which pieces are assembled and re-assembled using thousands of different bits. It is a real collaboration that rejects the ‘elsewhere’ and ‘outer’ contribution and welcomes the inner contribution, because the elsewhere and the ‘other’ is not interesting and never attractive.

Collaboration is therefore an opportunity not to be missed, a chance to bring a large portion of the self in a specific location at a specific time.

MAKE IT



CROSS.IN – AUTOGRILL

The paths of co-design tend to have higher levels of complexity than those managed in a more centralized and top-down manner. The result of the first is that it is almost always superior in quality, personal satisfaction and professional growth.

These collaborative processes are fostered by the Flow.

Cross.In, a project collaboratively developed by Logotel and Autogrill, provides an explicative example.

Born as an innovation program, Cross.In involved a multi-disciplinary team of managers with the intention to generate new ideas, services, products and experiences at an international level.

The management of the procreative structure was realized through the use of a digital platform that facilitated the flow and exchange of information, research and experiences, inspiring and bringing up to date each member of the teams involved.

The path had the objective to build a portfolio of innovative concepts for the development of future projects and to motivate those involved to grow, following a collaborative approach that put together and mixed different cultures, expertise, points of view which in turn generated innovative products and ideas. Cross innovation through the Flow.



LEARN27 – SOCIAL27

We have said it many times: when talking about marketing, managerial processes or personal interests, contents are back to being the real key players.

Information and training penetrate more and more in our daily lives with, for example, the MOOCs (Massive Open Online Courses) – online courses with unlimited participation and open access through different tools to help students, professors and assistants interact with each other – and within their professional life.

Learn27 inserts itself in this panorama. Developed by Social27, this digital platform facilitates the creation of virtual academies that simplify the production and the diffusion of educational contents within an enterprise. Leveraging on the gamification dynamics and on the diffusion through the Social Networks and an omni channel integration, Learn27 offers a continuous learning experience that encourages participation and interaction between users.

In this way, in addition to having access to the contents in all places at all times, you can create synergistic learning processes between different company members enrolled in the virtual academy. Once again 1+1=3!

WECONOMY INSIGHT

THE LIFELINE OF BUSINESSES

THE FLOW AS A COLLABORATIVE DESIGN GUIDE

Jessica Aroni
*Project manager
of Education*



As Customers, we are always looking for the meaning of the products we buy and the services we use, but mostly we find those meanings in the Brand we select.

For this reason it has become increasingly important for the Company to be publicly recognized as an entity with a strong identity, which generates stories that appeal to the Customer and that stimulate their imagination and desires.

In this context, the activation of the 'Flow' allows the business to undertake the necessary steps to transform the business from Organization to Organism and to tackle 'needs' by designing tangible solutions that consider both the emerging needs of the Clients and of the Business while always preserving one's personal identity.

A well-designed Flow differs from a standard (institutionalized) internal process, at an early stage, mainly for the definition of an objective that relies on the reasons 'why'. This enriches the Flow with a 'living' principle: a shared meaning.

In an advanced phase the Flow differs from a traditional internal process because of its engagement approach and the level of collaboration between people, as well as the awareness that every decision taken during the Flow by 'Flow members' brings possibly infinite variables into play.

Designing the "Flow" is fundamental every time a Company wants to launch a "call to action" for a new internal challenge, for new products and services as well as new skills to develop.

The Flow amplifies the message and, at the same time, enriches it with new content, points of view, and concrete experiences. It nudges the team towards the realization of a 'call to action' through the development of an individual and amplified identity, that is part of the Flow itself.

In a project focused on Customer Experience, the Flow enables the creation of multidisciplinary teams within the company to better identify both the Client's needs and the brand's objectives. This allows for further development and broadening of the Client's engagement and thus for every point of interaction with the Client to be more effective and coherent with the developed strategy.

How to generate a 'Flow'?

The process begins with a stakeholder map, in which the team is able to design the project's vital lines and highlight its core ideas. The team then develops the logics of engagement to be activated in the next steps of the development. The next phase is an analysis of the needs and of the objective upon which the 'why' is structured and the 'Flow' is originated. Finally, all the details concerning methods, environments, content and educative paths are made clear so that the individual will start feeling part of the Flow themselves.

How to preserve the 'Flow'?

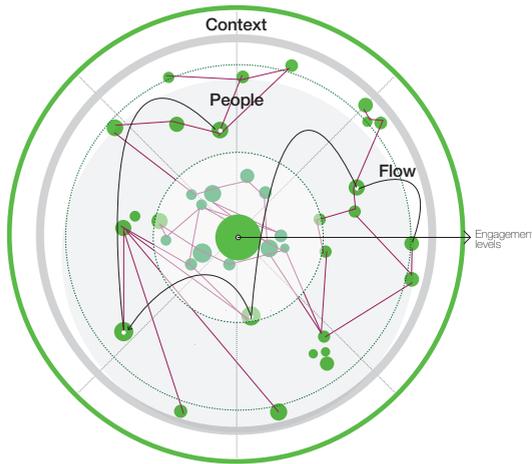
Being an organic entity, the Flow has to constantly be nourished. Nourishment comes from people.

In order to maintain the Flow 'alive' it is fundamental to stimulate self-improvement, promote self-management, create the necessary sensitiveness to the evolution and changes of needs, design and realize common spaces that will create the right context and interaction dynamics.

WECONOMY

SERVICE DESIGN TOOLS

FLOW SYSTEM



WHAT

Flow System & Stakeholders is the visual representation of the different Flows involved in the project, from the players to their relations. The visualization permits us to identify and analyze the interactions between the different participants, to unravel for us the complexity of the project and to help us write up a strategic plan, an architecture with rules and functions that determine the flow of the project.

WHY

The panorama of the stakeholders allows us to bring to light characteristics and objectives, to collect functional elements towards the continuous improvement of the service. The stakeholders can be divided by proximity and degree of involvement in key areas so as to balance their influence on the different project points.

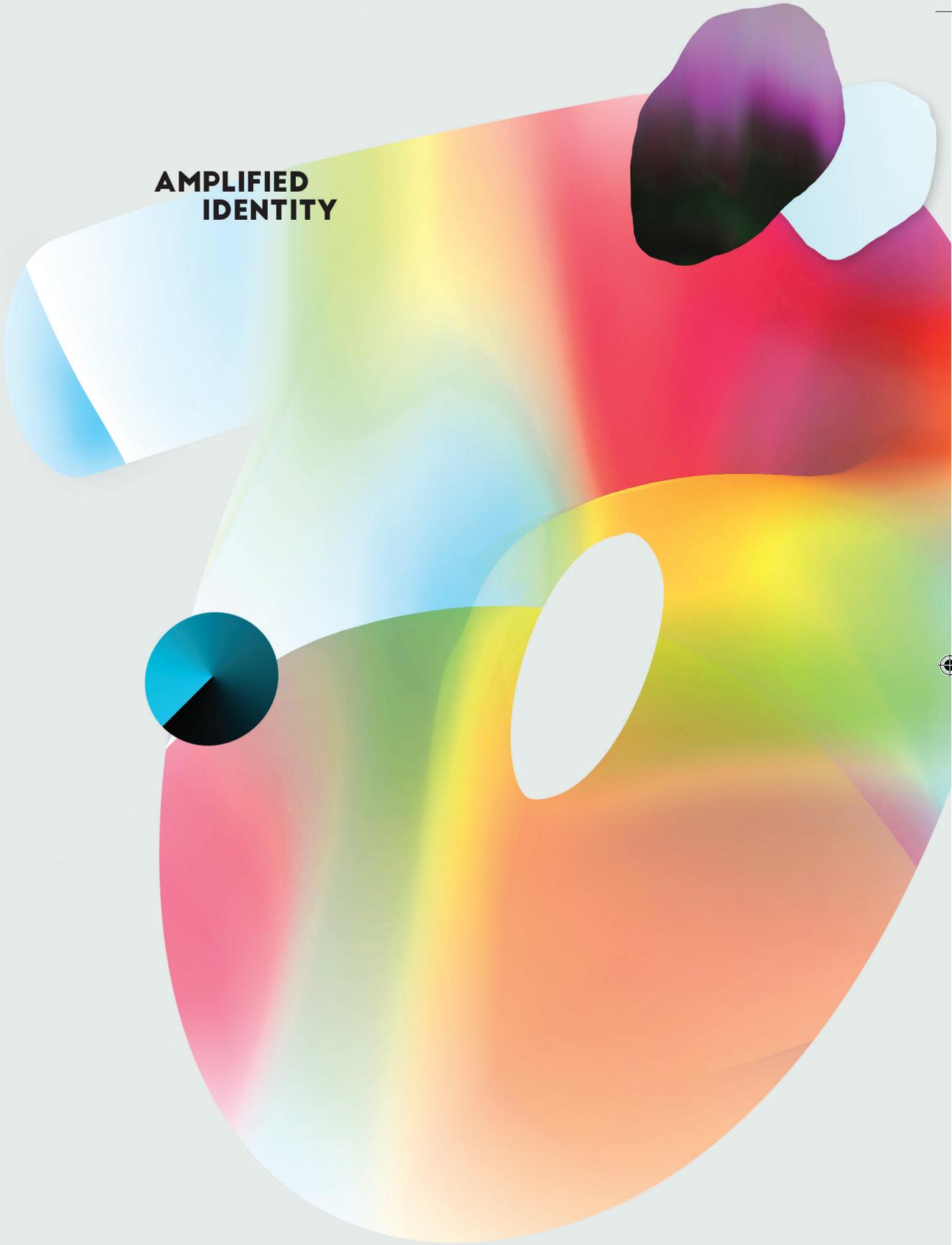
WHEN

Fundamental tool for the definition of a project's "Strategy", certainly to be used in the initial macro-design phase but also in all those moments in which the design of the network, of the community is enriched with new services and new audiences.

HOW

Once the list of stakeholders and of the flows of its relations are identified, these must be placed in the central circle (the public but also who designs and produces the service), in the secondary circle (direct stakeholders) and in the most external circle (indirect stakeholders) and those people in connection with the surrounding context. Subsequently one "maps" the relations that occur between the different communities of people, visually representing the arteries, the streams that render relations in a network alive.

**AMPLIFIED
IDENTITY**





In the new geographies of contemporary work, the individual acquires more and more a central role, increasing more and more his/her potential. If everything is network, and everyone is connected, individuals, in so far as crossroads in a network, generate, like we have seen in the Flow section, know-how and information. Marina Gorbis proposes a model of an individual enhanced by technological tools, an amplified individual, that alone can produce what in the past only large organizations were able to do. It isn't enough for the enterprises to provide tools for their employees, the employees must be put in the condition to take advantage of the tools given, starting from the correct motivational bases. To be effective, it has to begin from the identity of the person as the starting point of the engagement, of the reasons "why" for being an amplified and active element of a group.

According to Wikipedia, identity is intended as the difference or the characteristic that distinguishes an individual from others like him, in other words, the "common" elements, the core on which a community is based. With respect to the concept that we are analyzing, it's not only the individuals that are amplified but also their organizational identity, their organizational role, their professions. Far from the Deleuzian logic of individuals, the Amplified Identity can be traced and measured but with the objective to enable the individual to shape new skills at his/her own will, creating new career paths thanks to his/her digital presence within an especially designed environment.

It is therefore necessary to find the right key in order to generate motivation so as to create a digital critical mass so that each crossroad in the network can amplify the work of the others, amplifying in turn his/her organizational identity.

Want to know more? Read this book

Luca De Biase, *Homo pluralis.*

Esseri umani nell'era tecnologica,

Codice editore, 02/2015



BELIEVE IT

AMPLIFIED BRAIN

THE REASONS FOR MOTIVATION

Giorgia Quadrato

*Research Fellow at
Harvard University*



What happens to our brain when we are excited, or when we fear, desire or learn something? Those are just some of the questions that neuroscience is trying to find an answer to. Leveraging on a wide spectrum, multidisciplinary approach influenced by biology, chemistry, psychology, medicine linguistic and IT science, the neuroscientist uses technologies to scan and analyze our CNS (Central Nervous System) in order to understand why we behave in certain ways, why we take certain decisions or why we get sick.

Even though we are far from decoding all the complex mechanisms that make us who we are, Neuroscience has already deciphered some of the main aspects related, for example, to human motivation. More specifically the role of some specific neurotransmitters has been defined (a neurotransmitter is a biochemical substance produced by the brain whose function is to convey specific information from one neuron to the other).

The neurotransmitter Serotonin, whose production and emission is linked to social events such as moments of public recognition (in which our personal self-esteem is boosted), makes us feel better immediately, our mood changes and we feel 'good'.

Oxytocin, a mammalian neurohypophysial hormone, known as the 'pampering hormone', regulates relationships between people. Adrenaline comes into play when competitiveness is present. Endorphin has a key role in physical pleasure and many other neurotransmitters have their own specific impact on our body.

When it comes to motivation, desire and active participation, though, there's a specific neurotransmitter that is worth mentioning: Dopamine.

Among its many functions, Dopamine stimulates the willingness to do things, especially when getting something back is involved. Differently from Endorphin, which is generated in large quantities with physical activities (never heard of the Runner High effect?), Dopamine is generated when we realize that in carrying out specific actions we get a great reward as a result.

Imagining a great result beforehand or our accomplishment of something, can help us activate the right amount of dopamine which in return will stimulate us to get off the couch.

MAKE IT



Serotonin amplifiers: VISIBILITY AND RECOGNITION IN THE NETWORK

Serotonin holds an important role when it comes to the regulation of our mood. If stimulated it leads to a state of excitement and easiness and for this reason it is also known as the 'Happiness Hormone'.

But how can we stimulate Serotonin to increase its levels in our organism and bring happiness to people?

When talking about business communities, Serotonin is fundamental in the creation of actions aimed at increasing personal recognition, sense of belonging and at creating individual public visibility in a shared platform. For example, the election of top commenter and top contributor (lead-cooperator) activate a codified reward system based on Serotonin and stimulated by the desire of getting more visibility for one's own personal opinions, skills and activities.

Merit rankings and medal tables are an element of visibility and identity as well as an opportunity to make the usual 'place' a 'place' to grow a sense of belonging and motivation for people. A useful element to keep track of the progress and of the many medals received is the passport, a digital/physical element that becomes a tangible element of recognition within the community.



Oxytocin as an amplifier: SENSE OF BELONGING AND CONNECTION

Oxytocin encourages affective and parental behaviours and fortifies relations between individuals. Stimulating the production of Oxytocin means to create a sense of safety and protection as well as a sense of belonging to a specific context. In a community, what actions do we have to design to create a sense of belonging? We cannot force anyone to belong to a community; we can just let people feel part of it. The more we feel part of a specific community, the greater our commitment is to see it grow and thrive. It is essential to set the right conditions for each community to thrive. Feeling active and appreciated in a community turns us into fathers, mothers, makers of our own community. Identification, search for improvement, satisfaction, open communication, ownership, sharing, and emotional involvement, are the 'symptoms' of active Oxytocin. Communities, in order to build a sense of belonging among their users, have to encourage the recognition of the authorship of ideas, contributions and efforts made by members. They have to let the identity of each member emerge because this is greatly appreciated by the whole community, and it supports strong identities.



Dopamine Amplifier: PROMISE OF A REWARD

Dopamine is a neurotransmitter and its function is essentially to stimulate actions aimed at obtaining a reward. The brain produces Dopamine when it is exposed to events that anticipate pleasure and positivity.

In a business community Dopamine is generated when the user feels a sense of anticipation, or is promised a reward. In order to boost participation in a given system some engagement actions can be implemented; some examples include contests, challenges, games that give points and credits that are visible by the public.

This motivates members to come back to the community in order to take part in the planned activities and to contribute more.

Social gaming must be organized in such a way as to motivate the users to interact and learn, collaborating to achieve certain goals and levels that evolve based on the dynamic of interaction between the users themselves.

In order to create engagement, rules of participation and tracking of activities must be clear and the animation plan should be useful to the users' daily operations.

WECONOMY INSIGHT

COMUNITY MANAGER'S TRICKS

HOW TO BRING TO LIFE AND MAKE A
COMMUNITY THRIVE

Daniele Cerra
Senior Manager
Digital Innovation Officer



Open collaboration between colleagues, Clients, distribution networks and partners is a well-known practice that has been now adopted by many international firms. It being so successful, one could wonder why this does not automatically happen in a systematic way. Why do we still find deserted digital cathedrals when technologies have made collaboration so simple? Why isn't collaboration producing great results even when taught and facilitated?

In order to solve this problem we at Logotel have designed the Community Building practice, a design methodology that enhances the creation of physical and digital networks focused on providing a stable starting point: finding and promoting motivational keys for each participant, or in scientific terms: stimulating Dopamine.

The real strength of the network lies in providing its members with the motivation they need and in helping them identify their inner 'why'. This is an indispensable feature that facilitates the sharing knowledge and collective intelligence as well as being able to communicate seriousness to those people who design everyday tangible value. A community without a strong motivation cannot exist.

Dario, product-marketing manager for a new insurance product line, records and publishes an interview in his lunch break because in this way he can explain the details to the sales network in a fast and efficient way. By saving some of his time he can collect the feedback directly from the sales network and improve his product.

Marco, one of the first sellers that proposed its offer to Customers, will spontaneously tell, after a long day of door-to-door selling, his experiences (both positive and negative) to the community because he knows that he will receive advice from his colleagues and his ideas will be heard by the company: with this information he will learn and sell more.

Like Dario and Marco, every other community member has his/her 'why'. This 'why' has to be found both in the sphere of the personal practical advantage (level of the the 'hunter'), in the social relationships and recognition (level of the 'tribe') and in the personal-realization (level of 'self-realization').

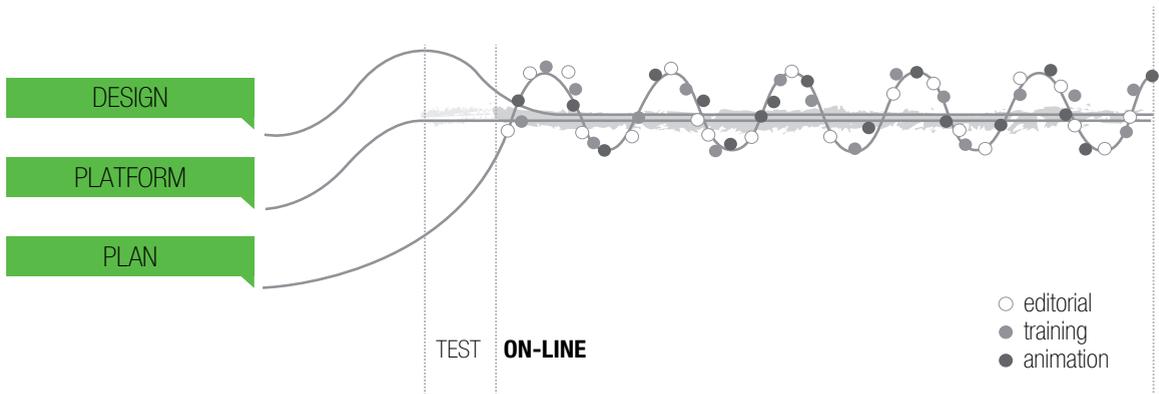
And that is the big secret of a well functioning community? Maybe, but it is not that easily implementable. Designing and managing throughout time a well-oiled machine that keeps generating motivation, rewards, a sense of belonging for every user is not a walk in the park. It certainly does not happen just randomly. For this reason the community manager is essential. As the person dedicated to the users of a network, as the person that listens to them and interacts with them, s/he is able to get everybody to float in the interactive flow of creativity, typical of networks of value. To achieve that s/he ideates everyday new motivational triggers. Paraphrasing the Croatian psychologist Csikszentmihalyi, the 'Flow' is a sort of delicate balance, a state of grace between awareness, motivation, personal skills and the requests we get; it is a balance that, if managed by an inexperienced community manager, it may get stranded on the highs of frustration or sink in the trenches of boredom: two sworn enemies of collaboration.

And although it is important to remember that the multiplication and interaction between all the elements that constitute the Ne(x)tworling is what makes it so powerful, bear in mind, it is equally essential to keep every user in the spotlight. Each one of the individuals in the network will contribute with their own competencies and resources, and will be personally invested if and only if they can find their own 'reason why', every day.

WECONOMY SERVICE DESIGN TOOLS

FREQUENCY SCHEDULE

INFORMATION, TRAINING, ANIMATION



WHAT

A micro-design tool for the management of a community's frequency schedule. What do we want to get out of it? On what issues should the people collaborate? What is the most suitable frequency? The program focalizes the audience and systemizes tools, services and contents.

WHY

The content design of a community's animation schedule is a daily activity: the designers must capture the important events of a "Client's Life" and develop mix of contents and appropriate tools to support them.

WHEN

Every day. Listening to the needs is not a phase but a constant design process: in order to keep up with new needs that may arise and with events that mark the business life of a Client.

HOW

Editorial tool that in project meetings reminds participants to identify tools, training contents, information and animation paths that only if synergistically managed can amplify the effectiveness of the programming.

**COMMON
ENVIRONMENT**



Wikipedia includes, various meanings of Environment. In biophysical terms, Environment is a set of biological and chemical interactions that affect an organism; in systemic terms, it's everything that surrounds a physical system and can interact with the system by exchanging mass, energy and other properties; in social terms it is the culture in which an individual lives and the people and the institutions that he/she interacts with. In all definitions the key word is "interaction". In fact, in a world in which not only professions change, but also the way in which we work, the workplace today has an increasingly more central role. Physical, digital and hybrid environments. It becomes therefore crucial to give strategic importance to how the people interact, plan and live within the enterprise, either as internal Clients, that is to say company employees, or as external Client (end-users). The Environment therefore must be Common in order to enable people to engage. Designing hybrid and common environments means re-designing work processes but not only: it means to create an environment tended towards valorizing its people, to encourage the involvement of the single and of the team, the expression of his/her potential and competence, the generation of solutions, contents and innovative visions. The "place" becomes a service and has an important role in generating quality behaviors and results through collaboration. The need to share, to co-produce triggers the urge to communicate and give form to know-how, favoring collaboration and participation in an Open Innovation perspective.

Want to know more? Check this link.

Rivista digitale: <http://www.businesscommunity.it/>



BELIEVE IT

AN OCEAN OF MESSAGES IN A BOTTLE

HYBRID ENVIRONMENTS THAT
REDESIGN THE WAY WE WORK

Domitilla Ferrari
Digital Strategist



Domitilla Ferrari is the author of "Due gradi e mezzo di separazione. Come il networking facilita la circolazione delle idee (e fa girare l'economia)" and "Se scrivi, fatti leggere. L'importanza della riconoscibilità in Rete", both edited by Sperling & Kupfer.

Q How, in short, does networking facilitate the circulation of ideas in the workplace?

A Networking in addition to making life richer and more interesting – increases your chances of finding or changing jobs and it makes it easier for you to gather supporters for your ideas, resources and, more than anything else, advisors. The ability to network will soon be considered (if it isn't already) one of the main characteristics of a good manager, the key to success of an entrepreneur. It is a competence that many mistakenly consider useful only towards the outside world. To know and to recognize the people who are part of a production process is a fundamental part in the creation of a professional identity. Knowing who does what, and how, helps to create new opportunities within the company, not only for the individuals that work there but for the company itself.

Q How does the "digital environment" change the behaviors and the ways to interact of people, of the employees?

A Often we network without knowing it and we exchange information in a useful way without even realizing it. On the Internet it is easy: all you need is a tweet, a post. Maybe I'm rushing a bit but let's imagine a bottle left at sea, free to travel and let's imagine that those messages will get to those that know what to do with them. It's like that in everyday life: a piece of information that you may consider old, perhaps for someone else it isn't. It doesn't cost you anything to share it while others save time and acquire know-how. Sooner or later they will do the same with you, perhaps even without knowing it. This is the beauty.

Q In what way does this favor the creation of connections and new ideas?

A If you are an introvert, you will not become more sociable thanks to Facebook, but if you are also Facebook can be useful. Online Networking is no different from Offline Networking. It does not have its own language or new rules to learn. It should not scare you. You should not be afraid to be rejected, to be misunderstood, ignored. Behave as always. Thanks to the Social Networks, communicating with different people has only become faster if not instantaneous. We are all connected and interconnected: you can decide to speak about football, politics, art or comment a television program and discover that the community is interested in your ideas. You don't need to be an expert, just use the instructions in order to use Facebook or another Social Network. But to have an online profile does not mean that you are part of a community: for that you must participate, create contacts, share contents and give birth to something new.

Q Can the digital environment be a service? What role does it have in generating quality behaviors through interaction?

A Internet and what it contains is considered a commodity: we all have access to endless information on everything, or almost. Sharing results, ideas, studies, and notes generates new ideas but it's interacting with others that the risk of making mistakes is reduced and this occurs through the continuous exchange of skills and competencies. More contacts means more chances of success and success, being equal the competences, depends on how broad and relevant your network is. Relevant not large: it is not about collecting names for no reason, it is about cultivating connections based on a relation.

Q What are the "digital environments" important business connections are built in?

A I believe that there is no longer any difference in the various places that we hang out in. The Internet has transformed itself from a tool to a place and this place, made of platforms, abide by the same rules of the Offline life. But are we ever Offline nowadays?

Q In your opinion, how will this evolve in the future?

A Soon we will no longer speak about Online and Offline and we will be more recognizable, a responsibility that – perhaps will render us more honest.

MAKE IT



AGORA

In a context in which hyper-competition characterizes every product sector without distinction and where different product sectors compete with each other, a company has been able to translate digital spaces into services destined to its mono and multiband sales network creating a considerable competitive edge.

This is what Swarovski has developed with Agora, a virtual marketplace bringing closer the Company and its Brand Ambassadors.

Created in 2012 to daily train and inform the Swarovski Brand Ambassadors, the community has the objective to reduce the time to market of the necessary information to guarantee the final Client an excellent service that respects the brand imagine in every detail.

A 360 degree communication platform that supplies insights on the products in the collections and on how to describe them and at the same time creates for the Brand Ambassadors an occasion for visibility and sharing of the important moments of their work.

This digital environment satisfies the need to structure and convey motivation, contents and enabling information to the sales force, in order to structure a conscious and effective sales process. The Flow is managed through two different levers: a more immediate one that creates a constant and daily swarm of quick feedbacks and discussions on daily activities, another more organized that allows the user to make use of the stored contents in the community, collecting know-how generated over time.

WEMOTION

An open space without walls, and without borders as well. One business community, supporting Peugeot Italia's car dealers and repair shop networks since 2010, caught Peugeot France's attention. In summer 2014 WeMotion France, business community created by Logotel for Peugeot France, started its journey. This community enables information and stimuli for all the professional families of the French brand, through an integrated system in which each individual can generate his/her own learning path, design his/her own perimeter of sense.

Exploiting the cross-disciplinary pollination, open dialogues between different worlds, enable the personnel to the self-management of their flows of know-how means to provide an internal service at all levels, means to stimulate individual and team growth, facilitating the exchange between sales forces, after sales services and Clients always more informed and used to hybridize all the touch points available to them.

Once innovated its product line, developing always more effective solutions, there is the necessity to increase the quality of the personnel service always more qualified and cross. This is the role of WeMotion, that opens the doors to a universe made of personal experiences, dedicated videos and materials that allows to autonomously hybridize know-how but through a well-studied programming.

WECONOMY INSIGHT

(TALENT + TRAINING) X ENVIRONMENT

ON AN ICE HOCKEY RINK OR
IN A BUSINESS COMMUNITY

**Luisella Peroni and
Francesca Monti**

*Community Senior Manager
Logotel*



Logotel, 11 a.m. by the coffee machine.

Luisella: I have to absolutely talk to you about a book that I have read. Beautiful. It's a book that explains why good people are good. Even a little bit more than good: Outliers that is to say Stars.

Francesca: It sounds like a secret, a formula from the way you are telling it.

L: Yes! The formula is: lots of practice, a favorable environment and the ability to take advantage of certain benefits. Malcom Gladwell, the author of the book invites us to think not in terms of individual talent but in terms of environment, community.

F: So you are saying that **to understand why a person is good in his/her field, it isn't sufficient to talk about predisposition but one must comprehend his/her environment, his/her culture, the people that surround him/her and the tools that he/she has had at their disposal.**

L: That's right. A talented person in fact does not appear out of nowhere, probably he/she has benefitted from an occasion, from a cultural heritage and from an environment that has transmitted to him/her the importance of learning every day and working with commitment. Lots of commitment.

F: If you think about it, it's like the new digital environments. For example, in our **Business Communities: people that belong to an organization, or to a sales network and that have at their disposal a formative environment designed specifically to a learning and exchange process.**

L: Exactly. But it's not enough to have a good environment at one's disposal. One must also work hard. (Gladwell speaks about a minimum of ten thousand hours in order to become an expert) and accumulate all those advantages.

F: This thing of accumulating advantages doesn't quite make sense to me.

L: I'm referring to the idea of exploiting the advantages of belonging to an organization that has put at the disposal of its employees a formative and collaborative environment.

I will give you example in order to explain it better. The best hockey champions in Canada are all born between January and March.

F: I imagine that astrology has nothing to do with it.

L: No no, no astrology but simply the fact that in Canadian Hockey the selection of the players is based on age: a boy that turns 10 the 2nd of January is in competition with a boy that turns 10 that same year. At that age, a gap of twelve months represents an enormous difference in physical maturity. Therefore, being equal the training, the ones born in January will be perceived as better because stronger and more practiced.

F: And that means that the ones born in January not only have a small advantage but they have been able to take advantage of this, training hard and this first selection has put them in the context where they have benefitted from better training and trainers. They have continuously accumulated advantages.

L: Right. That's it.

F: **So the Business Community is a fertile and deep ground where people that do the same job, perhaps already prone to improving themselves, can take advantage of the content, tools and company guidelines put at their disposal.** But does the company gain something from this?

L: The company, in addition to its social responsibility, **has the advantage of having a single environment where the various functions are unanimously committed to creating culture, renewal and education.** Where innovation is not an episode but has a 360 degree horizon.

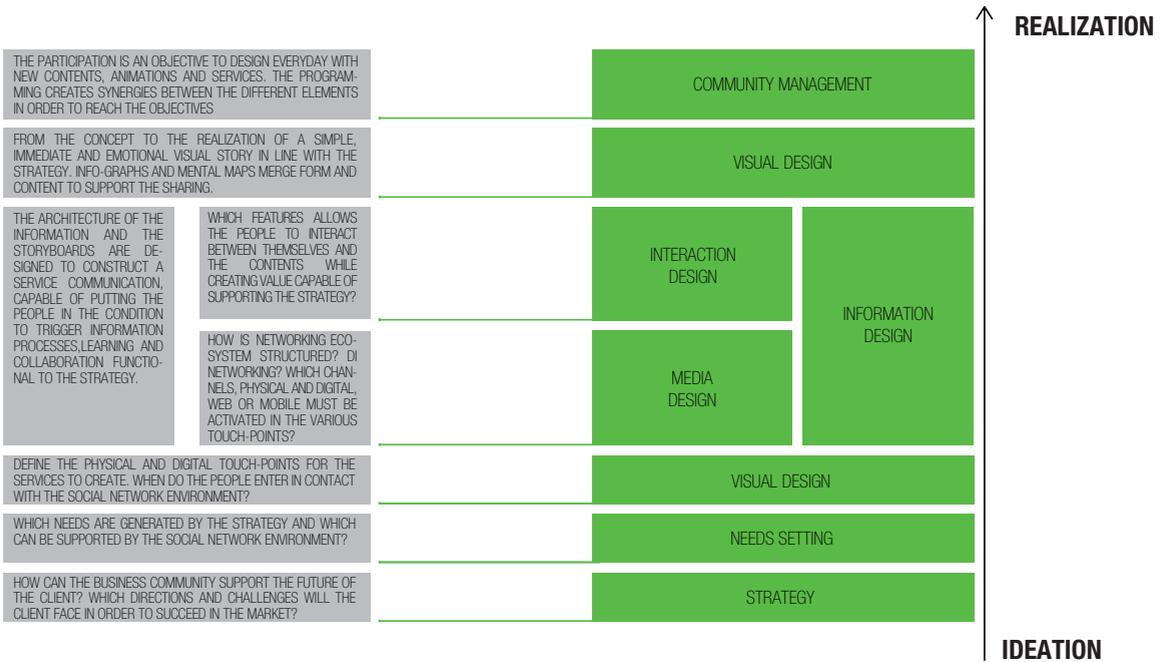
F: Gladwell's theory does not apply only to sports, then?

L: No. Think about it, but the same dynamics have worked for Bill Gates and the Beatles, but I'll tell you all about it during our next coffee break.

WECONOMY

SERVICE DESIGN TOOLS

BUILD UP PROCESS



WHAT

A tool that guides in the design of the platform, of the environment. The different phases, divided by different levels, cover two distinct but synergistic areas of the project: services and contents.

WHY

In going from one level to another, the user centered approach and the strategy remain “foundational” both in the services and in the contents.

WHEN

A tool to use in all phases of the project: from the initial design, to the management over time, to the monitoring of the KPI's.

HOW

Guideline tool in the exploration of the needs and in the co-designing with the various stakeholders involved in the single phases.

FUTURE STORIES

THE FUTURE IS RELATION BUT INNOVATION IS ISOLATION

Thomas Bialas
Futurist



Innovation is isolation.

But wasn't it supposed to be all about open innovation, cross innovation, crowd innovation etc, etc? Yes, but with reservations. It depends on what we are looking for, what we find and by what we intend by networking (network, work, connection and relation). "Eureka", I have found it, shouted Archimedes when he entered into the bathtub and noticed that the water level had risen. He understood that the volume of the displaced water had to be equal to the volume of the part of his body submerged. The relation is with the water.

"Ahi", I have found it, exclaimed Newton when sitting under the apple tree and the apple had fallen exactly on his head, he understood the laws of gravity and why the Moon didn't fall to the ground. The relation is with the apple. I could continue on with similar examples but that is not the point. The point is that you could tell me: "yes, but those are stories of the past". Not exactly.

Marco Astorri, the entrepreneur that with his creation Bio On is about to revolutionize the world of plastic globally, (I have been by his side since 2008 so I know what I'm talking about) spent a year with his partner (it was the year 2006) in front of his computer, trying to find cues, ideas, leads and patents so as to re-think plastic. **The relation with the web was not in a horizontal superficial way but rather more vertical, profound and isolated (that is to say isolation). So? It is a subtle game of balance. You have to know and dominate every connection but you must also know how to take refuge in the disconnection. Action requires connection (therefore relation) while concentration requires disconnection (therefore isolation).** Or rather: ideas and contents require silence and contemplation, diffusion instead requires multiplication and proliferation of the digital world. The future is relation.

Yes but which? Normal, neural, artificial or perhaps symbiotic relations? Let's begin with the last. When taking a good look at such phenomena like Airbnb or Uber, we realize that we find ourselves in front of networks of parasitic affinity and close dependency. It doesn't sound good, I know but it gives an idea of how some communities or business networks are born: as a contamination of relations. Airbnb is generating (but it would be more correct to say that many have followed suit) an ecosystem of new suppliers and accessory services that constitute a new network of purpose. Uber instead is generating a network of new businesses based on affinities. Entire business sectors are going to be "Uberized" using the Uber formula and business model. Are they all going to be friends and community like the sharing economy. It's too early to say. Other networks. What do we have in common with cars? Nothing if they are stupid, a lot if they are intelligent. Artificial intelligence. Cognitive computers, smart robots, connected reality and humans (yes, they are not excluded) connected by intelligent networks are considered by many "the next big thing". The new digital assistants and the virtual artificial intelligence is practically already a reality such as the computers able to understand, to want, and to dialogue with us. **It goes without saying that if we want to speak about Ne(x)tworking, we must speak about community in which the car is no longer a mere enabler but a regular that interacts on an equal term with the humans of the community.** And finally we have braininternet or neural and mental relations. I think therefore I'm connected and in relation with others. A community of only telepathic thoughts. "Fantaexcessive"? Maybe. The obstinate research of a brain computer interface promises the mental control of technological gadgets and the possibility to post thoughts and images in the brain of another. From Facebook to Brainbook. A true symbiosis between man and machines. To feel inside, the computer or the network. Not as an hallucination but as a possibility. We can only imagine what relations will come out of that.

FINAL LAP

COMMUNITY

HOW TO UNLEASH OUR POTENTIAL
IN OUR ORGANIZATIONS

Nicola Favini

*DG,
Manager of Communities
Logotel*



We learned to do business a long time ago when the world was more simple and more linear. That way to do business today would be anachronistic because no longer able to act, react, and to evolve itself in the modern day eco system. The world is more uncertain because man through progress and his natural impulse of transformation has mixed and blurred the boundaries (geographical, scientific, political and economic), has created inter-dependencies, has connected space and time (internet and the digital) and has inserted simultaneously always more risk into the system. The world is more uncertain because through Uncertainty it generates problems. Work manages the problems. Liquid, frequent and improbable problems. On all levels. Whether it's a Client with a new question, whether it's a new competitor on the market, whether it's a law that changes the rules, whether it's a sudden organizational downsizing, whether it's a distributor that closes, whether it's a reputational problem that explodes on the social media or a commercial experiment to carry out in few hours in order to "take it or leave it".

Eymology of the word "problem", from the Greek pro-ballein. To launch forward in order to overcome obstacles. New obstacles.

To do this we need to liberate energies in our organizations and produce choices that are uncomfortable because different from the past. We need to liberate velocity, and return to being effective and as a result build new motivation, we have to open up inside and outside. Today, we still speak of "community" while awaiting for a new word that helps us to identify that which is not only an "evolved Intranet" but also an organizational style. A style that in order to give results has to renew simple but powerful (or destructive) things like "meetings" or moments of training. People are at the same time contexts, connectors and contents. In a community the internal borders are optional, usually all crafts should be able to mix on contents and conversations when necessary. The invasions of each other's fields We should be able to invade each other's fields and in return accept possible invasions. **The work communities become spaces where the paths are built by those that use them according to (unlikely) situations and needs. Not because of genetic organizational charts. In communities, identity is what you know and what you do, in the problems that you solve, in the ideas that you share, not in the "role and function"** Biography is made of missions and of stories that we have participated in. Of course we maintain an organizational origin, but it is not a limit but a starting point that marks our basic expertise to be mixed with that of the others. Communities are not libraries of documents well archived and divided by craft. The myth of "everything in its pace" is good for museums. Communities are usefully messy and pulsating... a community project that works is recognizable because every day the question "and now this content how do we channel it?" is made. To have velocity we must invest in versatility. Download autonomy in the edges and the peripheries of the system. Create and enforce moments and places, where now it's the time to reflect and understand, where now it is the time to produce decisions and doing. The communities is what will render organizations always more organisms. For now, few capable enterprises are seizing the opportunity to fully understand its value in their organizational structures.

Nextworking: to have more intelligent people and teams. Because connected, enabled in accessing tools and know-how, autonomous in producing answers and questions, guided by clear and well-told objectives.

This requires a new model of leadership. And here I have a moment of personal crisis. Yesterday in a tweet I read: Urgency, the internal name that we give that our old way of responding to the name that outside we call "Velocity". There is a lot to do.