Work Token

Key observations from the
Discovery Phase

SOCIETE GENERALE

DCOE

Primary Research Insights

Finding volunteers

- Mostly word of mouth- depends on the circle of influence
- Emails- not so effective
- Past event volunteers - easier to work with them as they have a better understanding of the needs
- Spreading the word within groups: Reaching out to tribes, managers, LSTs etc
- Managers nominating reportees
- Employee talent programs
- Reaching out on a personal basis
- Criteria based search: especially for experts

Motivations

- Upskilling- applying knowledge gained through other trainings, prefer a live project as volunteers get feedback and learn more
- Making an impact:
- Collaborating with señior stakeholders and other teams which may be rare for some employees due to nature of their work
- Attached to a cause
- Opportunity to show other talents
- Gain visibility in the org
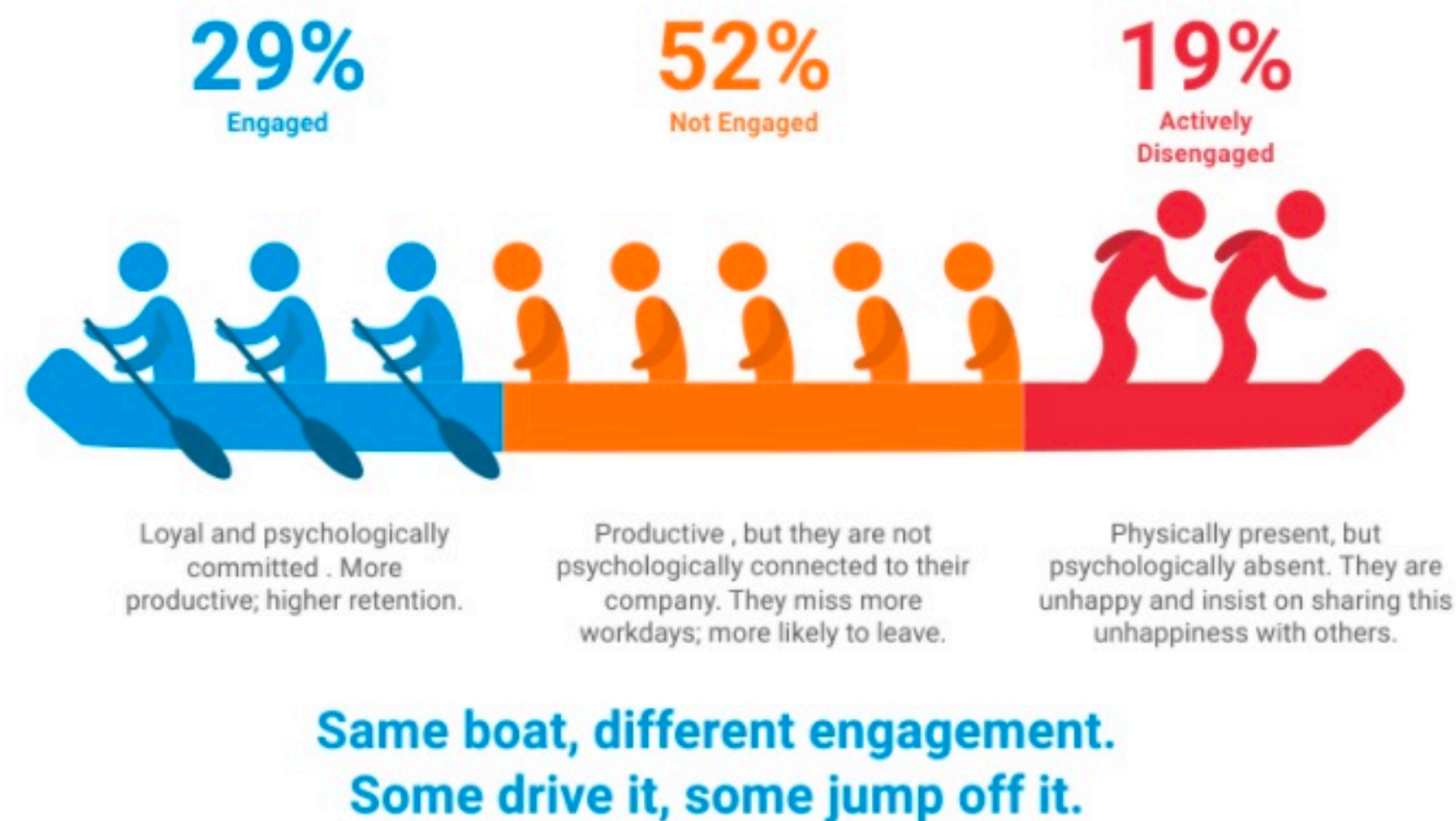
Engagement with Volunteer

- Different models suit different individuals.
- Hackathons: (What works) Time bound, tangible output, exciting rewards
- Seniors form the core team, define the tasks and seek volunteers. Volunteers then bid for work they are interested in.
- Volunteers at times may not get the support of their direct managers, which leads to volunteers dropping out.
- Analytics on past events can help organisers.

Project scope

- Tasks that are similar to the BAU tasks may not interest employees
- When Project scope is too limited, volunteers lose interest
- Use Case impact and novelty is a key factor
- Opportunity to network
- Problem statements should incite volunteers
- Core group defines the scope of work which is then distributed amongst the volunteer group depending on their interests
- Projects should be curated and should have a qualification criteria

Rewards & Recognition

- When volunteer are not rewarded, that demotivates them
- Amazon coupons were considered for the RISE Program
- Platform beyond current team circle to showcase talent
- Feature on a newsletter/Intranet
- Volunteering work should be considered during yearly appraisals
- Chance to interact with senior managers of the org. Is a great motivation
- Different rewards appeal differently to volunteers, giving a choice
- Tweedle didn't have a reward mechanism, a key factor why it had low adoption

29% Engaged
52% Not Engaged
19% Actively Disengaged

Loyal and psychologically committed. More productive; higher retention.

Productive, but they are not psychologically connected to their company. They miss more workdays; more likely to leave.

Physically present, but psychologically absent. They are unhappy and insist on sharing this unhappiness with others.

Same boat, different engagement.
Some drive it, some jump off it.

INTRINSIC VS. EXTRINSIC MOTIVATION: WHY WE DO WHAT WE DO

Because of the interest and enjoyment in the task itself

Intrinsic
- Enjoyment
- Purpose
- Growth
- Curiosity
- Passion
- Self-expression
- Fun

Extrinsic
Because of the outcome that will result by doing the task
- Promotions
- Pay raises
- Bonuses
- Benefits
- Prizes
- Winning
- Perks

Disengaged Employees have

37%
37% HIGHER ABSENTEEISM

18%
18% LOWER PRODUCTIVITY

15%
15% LESS PROFITABILITY

Employee Recognition Tips

- Timely
- Easy to access
- Easy to use
- Based on Values
- Exceptional Behaviours
- Incorporate all types

- Accessible to everyone
- Have a result
- Gain insights
- Automatic
- Intrinsic Motivation
- Leadership Buy-in
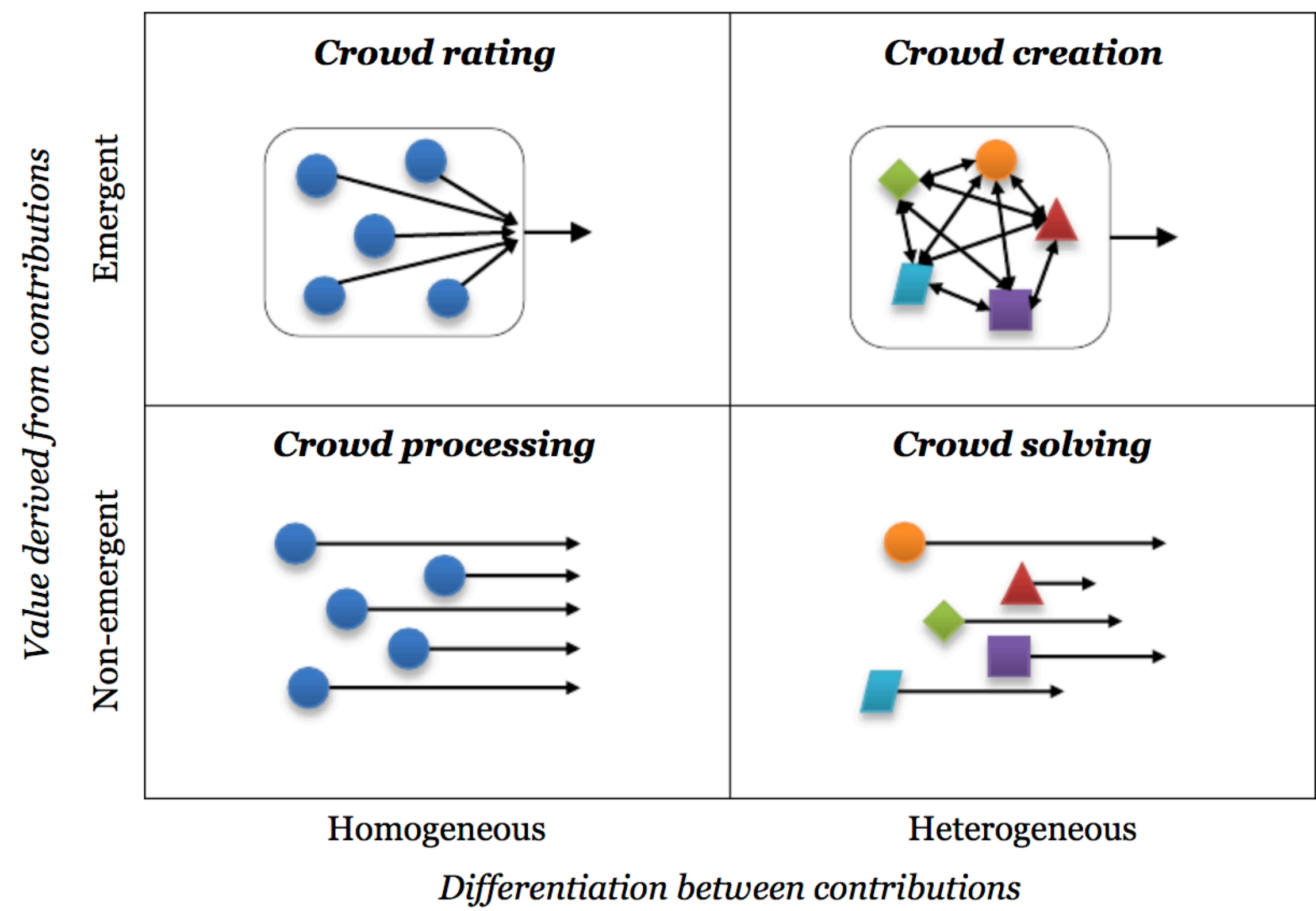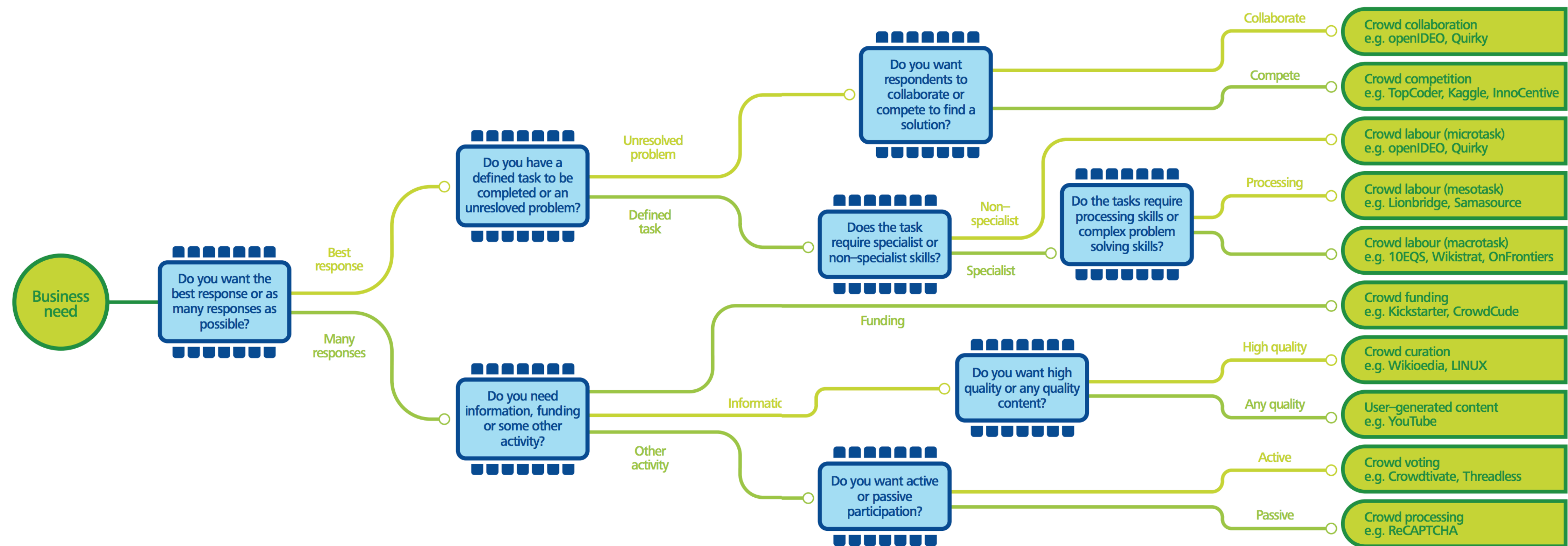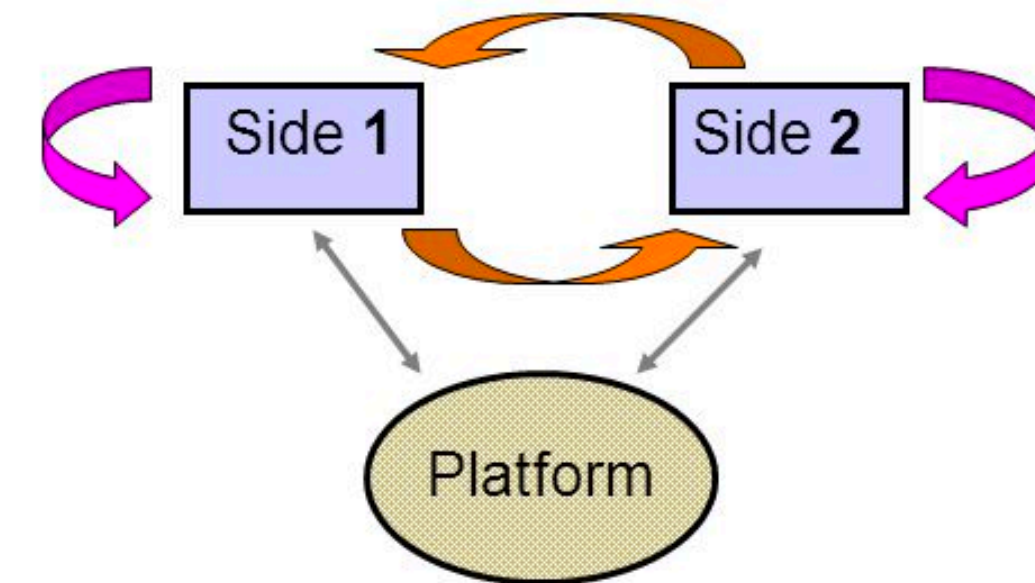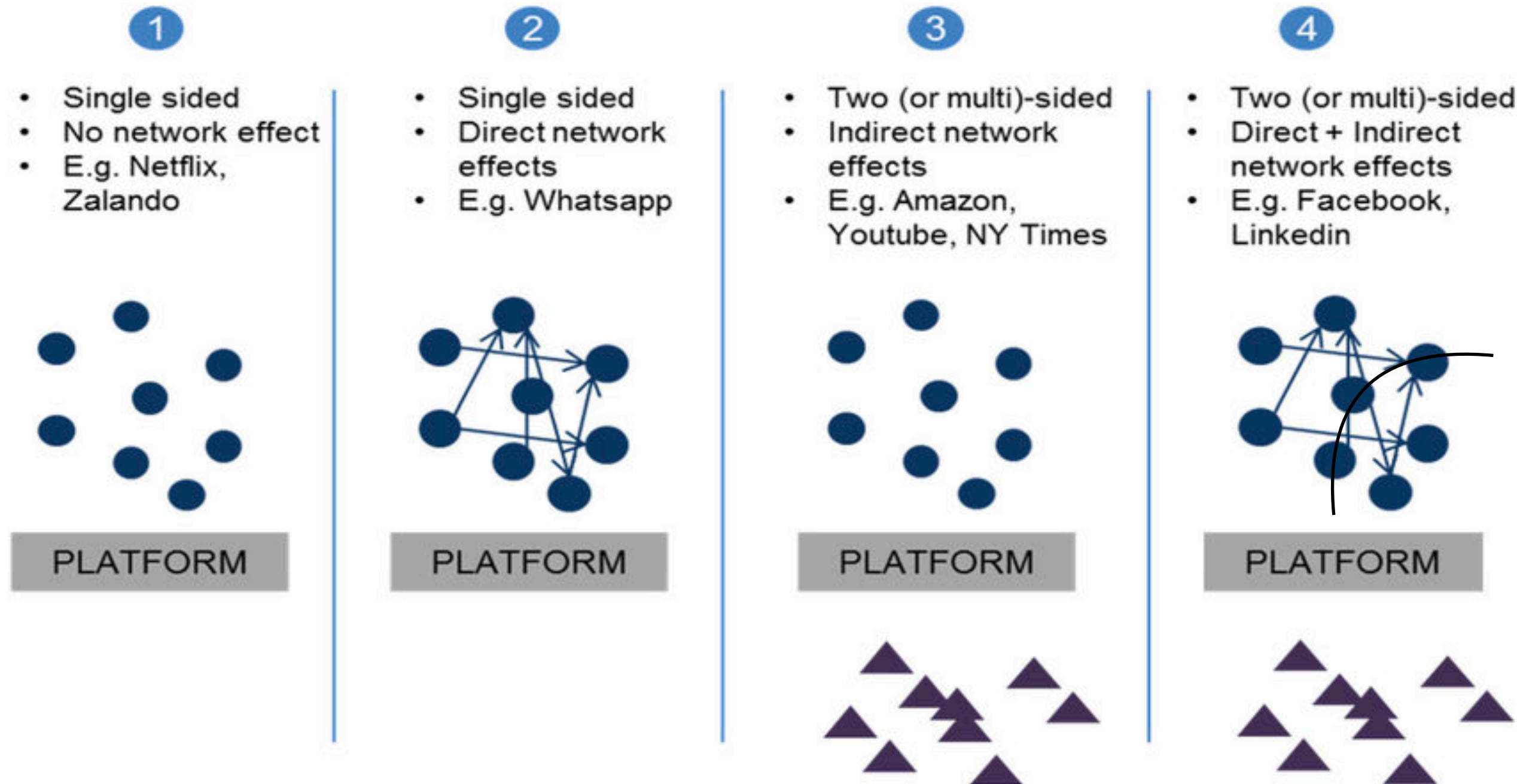- Start small, think big

Crowdsourcing

Figure 1. Four Types of Crowdsourcing Information Systems

Classification of crowd enabled platforms

Business need

Do you want the best response or as many responses as possible?

- **Best response** → Do you have a defined task to be completed or an unresloved problem?
  - **Unresolved problem** → Do you want respondents to collaborate or compete to find a solution?
    - **Collaborate** → Crowd collaboration e.g. openIDEO, Quirky
    - **Compete** → Crowd competition e.g. TopCoder, Kaggle, InnoCentive
  - **Defined task** → Does the task require specialist or non–specialist skills?
    - **Non–specialist** → Crowd labour (microtask) e.g. openIDEO, Quirky
    - **Specialist** → Do the tasks require processing skills or complex problem solving skills?
      - **Processing** → Crowd labour (mesotask) e.g. Lionbridge, Samasource
      - Crowd labour (macrotask) e.g. 10EQS, Wikistrat, OnFrontiers
- **Many responses** → Do you need information, funding or some other activity?
  - **Funding** → Crowd funding e.g. Kickstarter, CrowdCude
  - **Information** → Do you want high quality or any quality content?
    - **High quality** → Crowd curation e.g. Wikioedia, LINUX
    - **Any quality** → User–generated content e.g. YouTube
  - **Other activity** → Do you want active or passive participation?
    - **Active** → Crowd voting e.g. Crowdtivate, Threadless
    - **Passive** → Crowd processing e.g. ReCAPTCHA

Platforms and Network Effects

1
- Single sided
- No network effect
- E.g. Netflix, Zalando

PLATFORM

2
- Single sided
- Direct network effects
- E.g. Whatsapp

PLATFORM

3
- Two (or multi)-sided
- Indirect network effects
- E.g. Amazon, Youtube, NY Times

PLATFORM

4
- Two (or multi)-sided
- Direct + Indirect network effects
- E.g. Facebook, Linkedin

PLATFORM

Side **1**   Side **2**

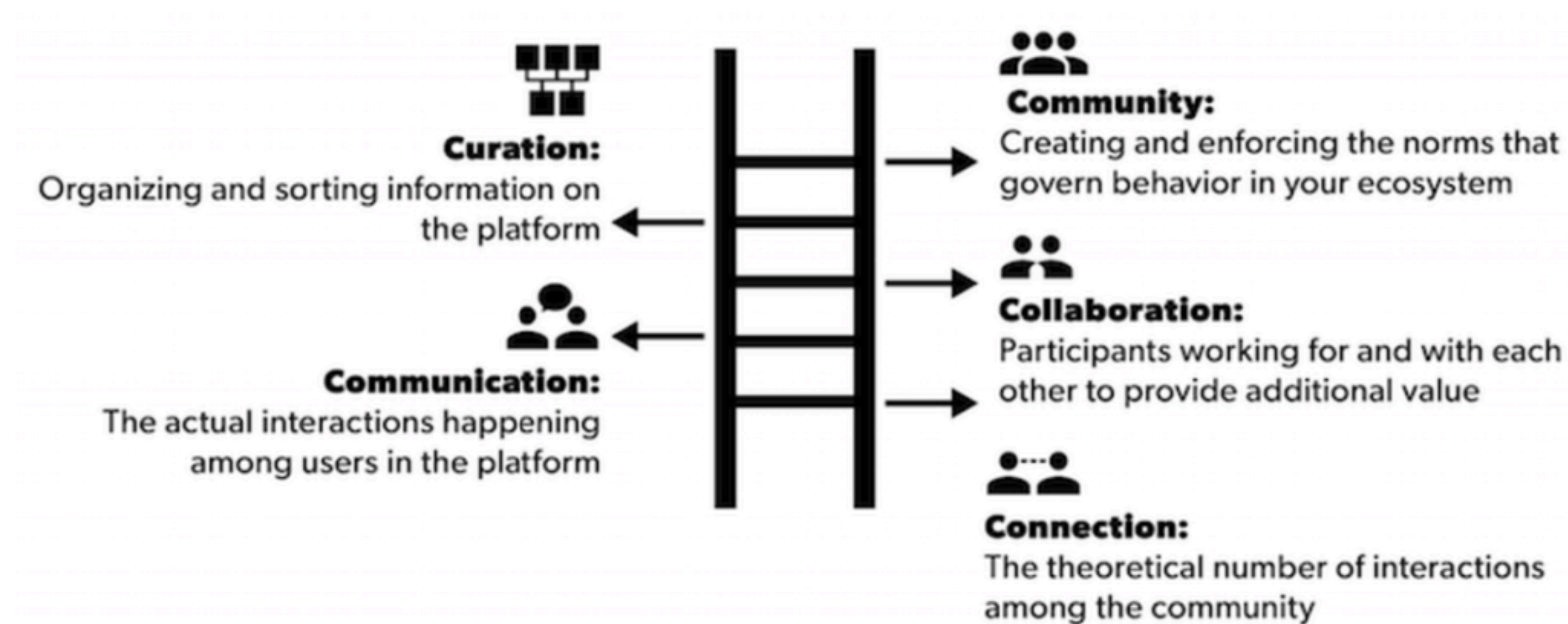Platform

- A *same-side* effect for each side, i.e., preference regarding number of other users on *own* side
- A *cross-side* effect in each direction, i.e., preference regarding number of users on *other* side
- Each effect can be *positive* or *negative*

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Features that boost network effects

Curation: Organizing and sorting information on the platform

Communication: The actual interactions happening among users in the platform

Community: Creating and enforcing the norms that govern behavior in your ecosystem

Collaboration: Participants working for and with each other to provide additional value

Connection: The theoretical number of interactions among the community

Define Value Unit (Functionality or Interaction)
Job Creators
- Diversity, Efficiency,
- Self Regulatory
- Higher Utilization
Job Seekers / Producers / Aggregator
-

Define The Process that Adds Value
- Posting, Curating, Evaluation
- Rating,Processing, Solving
- Bidding, Aggregating
Define the Control That Maintains the Platform
- Authenticity, Productivity
- Contracts/Agreements