



Transforming a Company Culture to the Wiki Way

**Overview and demo of JacobsConnect
June 9, 2015**

Agenda

- **About Jacobs**
- **Jacobs' Path to Social**
- **Where We Are Today**
- **How We Use JacobsConnect**
- **Future Vision**
- **Back Up Materials**
 - How We Measure Up
 - Screenshots

About Jacobs

- One of the world's largest and most diverse providers of professional technical services (architecture, engineering, construction, operations)
 - Annual revenues of \$12+ billion
 - 65,000+ employees
 - 400+ operating locations worldwide
- Company culture revolves around three core values:
 - We are a relationship based company
 - People are our greatest asset
 - Growth is an imperative



Our Core Values

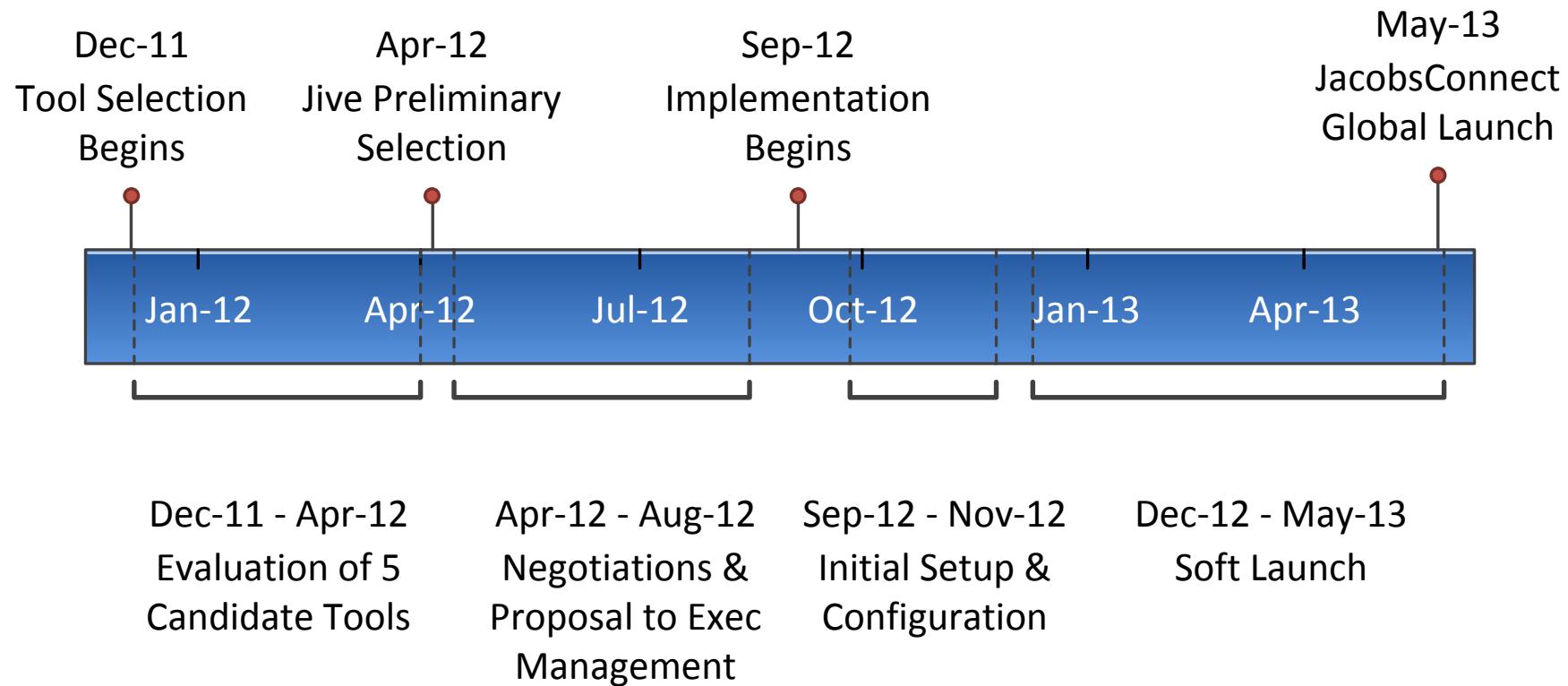
How We Got Here

We began with one objective:

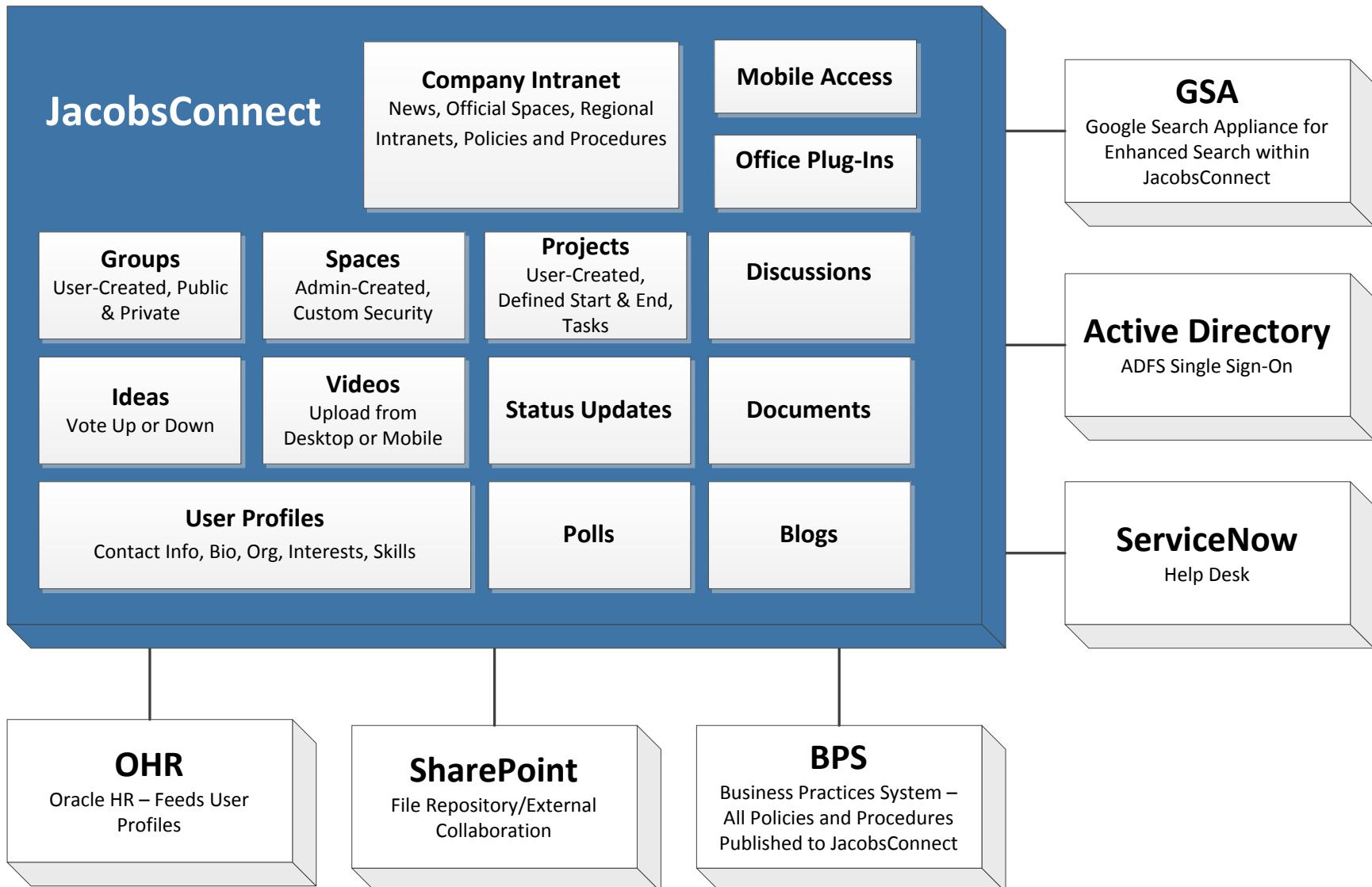
Create stronger relationships across Jacobs



Building a Relationship Network



Current Functionality



Where We Are Today

- Since JacobsConnect launched, over 42K users have visited the site
- Over 28K employees are active users of the site
- Ubiquitous access – office, mobile, home
- JacobsConnect replaced our corporate portal in 2014
- JacobsConnect is helping to create stronger relationships across the company

The human side...

- **People share more with people they know**
 - We get to know each other through shared experiences and things we have in common
 - They are more likely to intervene if they see unsafe actions
- **The wiki way speaks to the diversity of thought that improves the end product and the meshed, not hierarchical, nature of our relationships**
 - Leadership is approachable, many have blogs
- **'Wiki' speaks to the speed at which we can get input in a large global organization**

Relationships & Culture

- **BeyondZero** – Jacobs safety program focused on creating a Culture of Caring. Employees are sharing safety tips and observations from around the world.
- **Jacobs Future Network** – New Graduates all around the world are using JacobsConnect to share their experiences, as well as opportunities to expand their careers at Jacobs.
- **Expanding Personal Networks** – JacobsConnect is helping our employees to make connections more easily and widely than ever before.



Adam Dawson 3 months ago

People always ask me what all these JacobsConnect points actually get you. Well, for one, it saves some effort when you're meeting a bunch of Jacobs people for the first time because instead of having to say "hi, I'm Adam", they say "you're Adam"

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Company-Wide Conversations

- **Portal 2.0** – With JacobsConnect we don't just “push” content out to our employees. Our employees shape the content and make it better.
- **Listening to Our Leaders** – Senior Managers across Jacobs are leading by example and using JacobsConnect to reach out to their employees. Our (now retired) CEO and biggest JacobsConnect champion, Craig Martin, participated in a live Q&A on the site.

LEADERSHIP BLOGS

The section features three blog posts from senior leaders:

- clc's Blog - Cora Carmody - SVP, Information Technology** (Image: Headshot of Cora Carmody)
- Gus Hubert's Blog - Gus Hubert - VP, Compliance** (Image: Aerial view of a sailboat on the water)
- Bob Duff's Blog - Bob Duff - GVP, UK Infrastructure** (Image: Headshot of Bob Duff)

Navigation arrows are located at the top right of the slide.

Inbox | JacobsConne CLM's Blog: Some Th Cumulus https://jacobsconnect.jacobs.com/people/craig.martin%40jacobs.com/blog/2014/12/10/some-thoughts-on-jacobs

Apps Bookmarks Gmail Facebook Welcome, Coral... bernina Dashboard Ho... (50+) Welcome ... Other bookmarks

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Some Thoughts on JacobsConnect

Posted by Craig Martin in CLM's Blog on Dec 10, 2014 10:40:00 AM

Strong, trusted, far-reaching relationships that stand the test of time are the very foundation of Jacobs' business model. As our company has grown, we've come to realize that we need technology to help us build relationships. Think about the telephone, email, or video. While we can never completely replace face-to-face interactions, technology helps by connecting us across the organization, bridging time and geography. Another great example of a technology that does this is JacobsConnect – a tool that has the ability to make Jacobs feel smaller, more intimate, more transparent, and more easily navigated. It offers us a way to remain engaged with one another across time zones, geographies, industries, and disciplines.

The relationships being formed and strengthened through JacobsConnect matter to our business. On JacobsConnect you can find opportunities for career development, ideas for client solutions, practical resources such as company forms, templates, policies and guidelines; and, yes, a place to post a picture of your dog. Having a bit of fun in the course of your workday is ok too. In fact, building relationships with individuals often involves a combination of personal and business interests.

There are individuals in our organization who are apprehensive about the usefulness of JacobsConnect. They question the business value of the content, dismissing it as a time-waster. Apparently, some managers discourage their people from using it. These views are very shortsighted!

Like many things, we need to be sure we use the tool appropriately. It comes down to *why and when*. The *why* is about the purpose of the use. Is it in support of a client, a project, a proposal? Those are clearly business uses. Is it about developing relationships with peers? Also a business use. Sharing a cat video? That's likely to be a social use. As for the *when*, the key is to be scrupulously fair – to our clients, our company, and each other. It's appropriate to use JacobsConnect anytime for business uses. Social uses require circumspection. For example: a lot of people are using it outside their own work hours. I think that it is great; it speaks well of our culture.

Why do I care? It's about preserving our values and caring about each other. It's about the relationships crafted through the years and growing them further. Inappropriate use of JacobsConnect hurts the company and what we are trying to accomplish. But, not using it is even worse – it frustrates the very "One Jacobs" approach we are working so hard to perfect. I urge you to get involved, keep an open mind, and encourage others to use JacobsConnect. The more of you who actively participate, the more robust and useful the content becomes, and the greater benefit we all reap from it. We want to be a "networked" company. That is a key part of our ability to grow; benefitting us, our customers, and our owners. It is up to each one of you to make it so – if it's to be....

Keep yourselves and your loved ones safe,
Craig

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June 2014
May 2014
April 2014
March 2014
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January 2014
December 2013
November 2013
October 2013
September 2013
August 2013

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Sharing Expertise

- **Asking Questions & Getting Answers** – Our employees have asked almost 3000 questions on JacobsConnect, and received over 1000 correct or helpful answers.
- **Communities of Practice** – JacobsConnect brings groups of experts from around the world together to share tips, experiences, and lessons learned.
- **Tips and Tricks** – Some of the most active groups in JacobsConnect are focused on tips and tricks for common tools like Excel.
- **Marketing Unique Capabilities** – Jacobs employees with world-class expertise in unique fields, from Wind Tunnels to Aquatic Ecology, can share what they do with the rest of Jacobs.

Powering Collaboration

- **Global Teamwork** – Jacobs teams around the world are using JacobsConnect to collaborate, make better decisions, and drive innovation on a daily basis.
- **Organizational Transformation** – During a major reorganization of IT, we used JacobsConnect extensively to disseminate and gather feedback from the 1200+ members of Jacobs IT.
- **Extending Our Reach** – We're using JacobsConnect to extend the reach of our corporate events. Instead of reaching dozens or even hundreds of people, we're reaching thousands.

Powering Collaboration

- **Crowdsourcing** – We often use JacobsConnect to engage the broader Jacobs to help create documents and presentations like this one.

Brian Flowers Nov 14, 2013 11:31 AM
Hi [Joel Abrahams](#) - the graph on "When Do We Share" is missing labels for the x-axis, which may make it a bit harder to understand. Can we Thanks!!!

Joel Abrahams Nov 14, 2013 11:57 AM (in response to Brian Flowers)
Just added back

Brian Flowers Nov 14, 2013 12:04 PM (in response to Joel Abrahams)
Thanks Joel!!

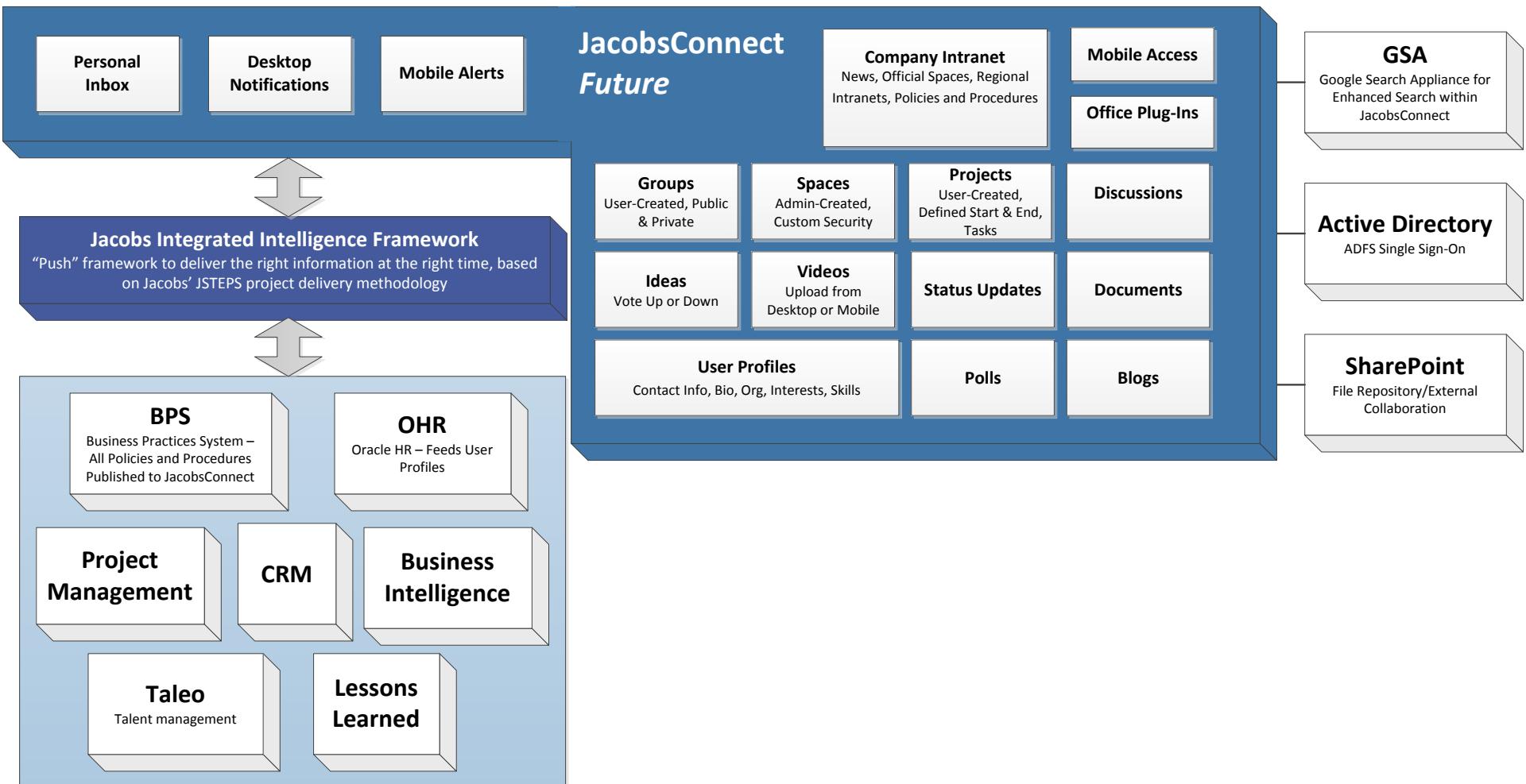
Cindy Sears-Clemmons Nov 15, 2013 10:03 AM
Great presentation. Just playing devil's advocate here, have you thought about including a brief mention about challenges that JacobsConn or sensitive? Its great that we can all collaborate and share qualifications information so broadly. I've found great unique Quals data that we are restricted since our world is so big. Its easy to "share" but we all have to be aware that some clients and projects have confidentiality rest

Brian Flowers Nov 15, 2013 3:07 PM (in response to Cindy Sears-Clemmons)
Good point Cindy. There are other challenges as well; the "social" aspect of JacobsConnect is not positive for all of our users. We'll

Thorsten Friederichs-Schmidt Nov 18, 2013 10:12 AM
Hi [Brian Flowers](#) first of all it's a great idea to publish this working document for comments. 2ndly I really like your presentation – giving ir I was very curious what you presented because I was asked myself to present JacobsConnect to all Jacobs France employees - in French ;-) Below some thoughts & questions

Slide 12 - powering collaboration:

Future Vision



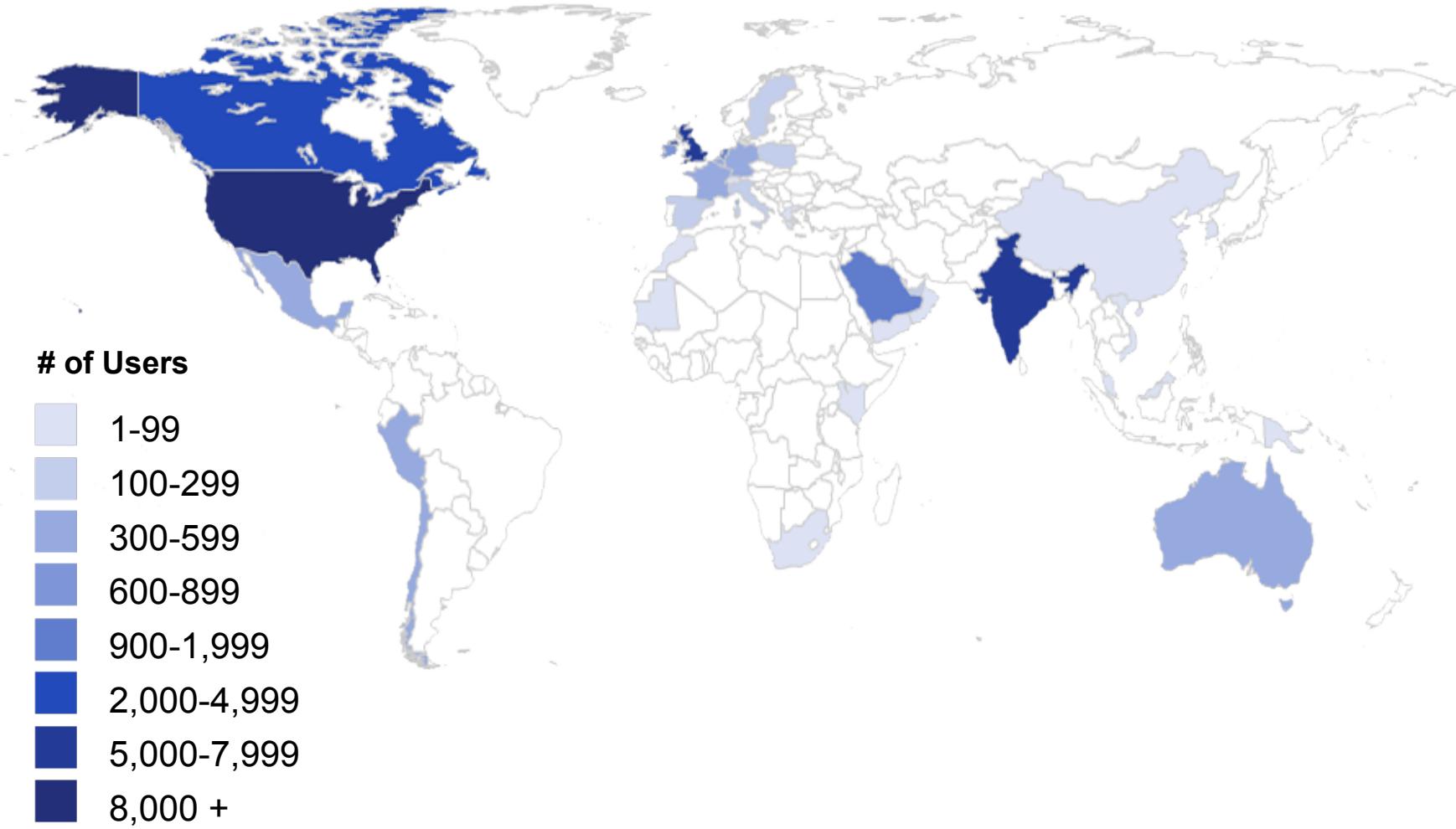
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Back up material

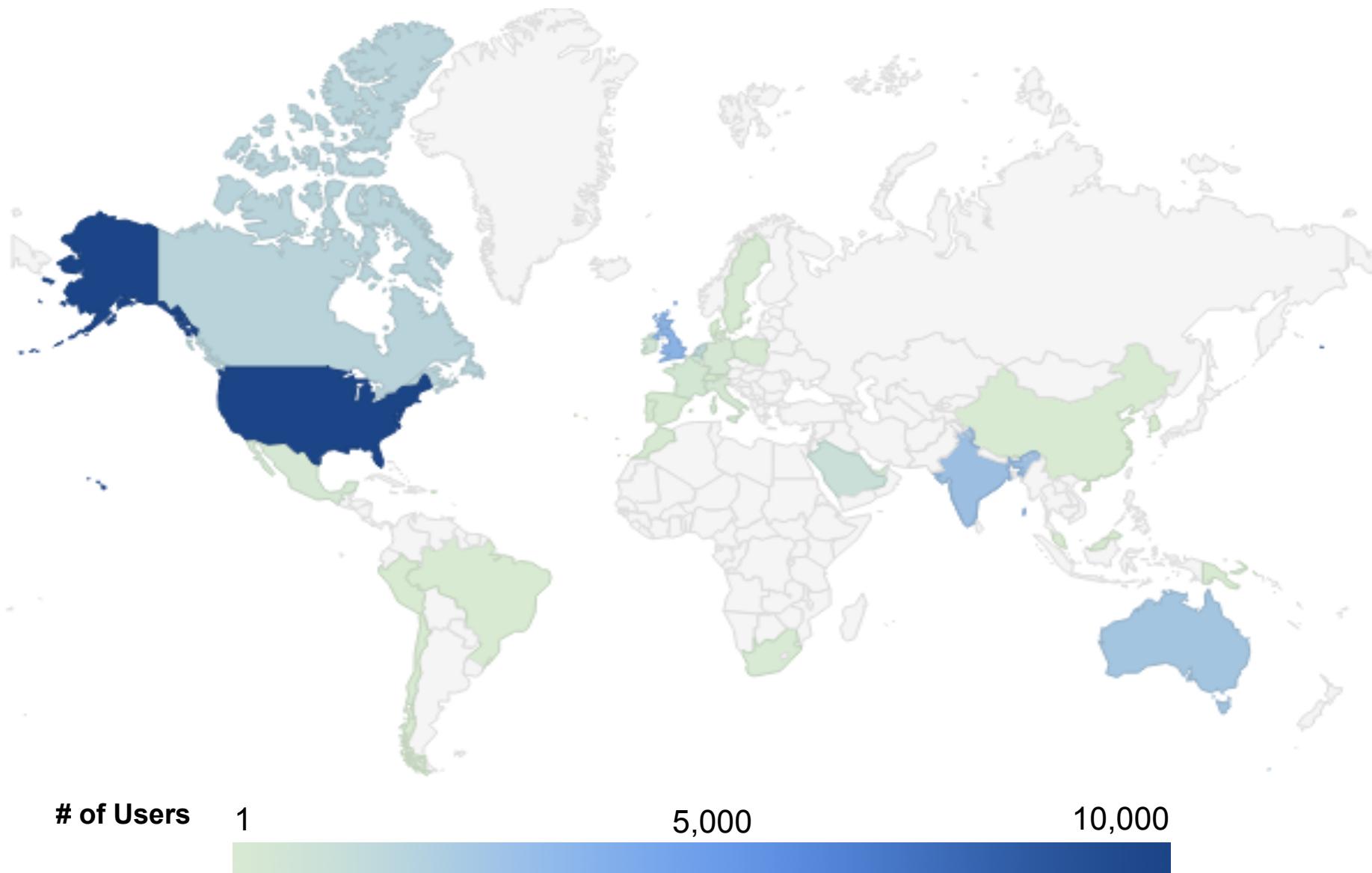


How We Measure Up

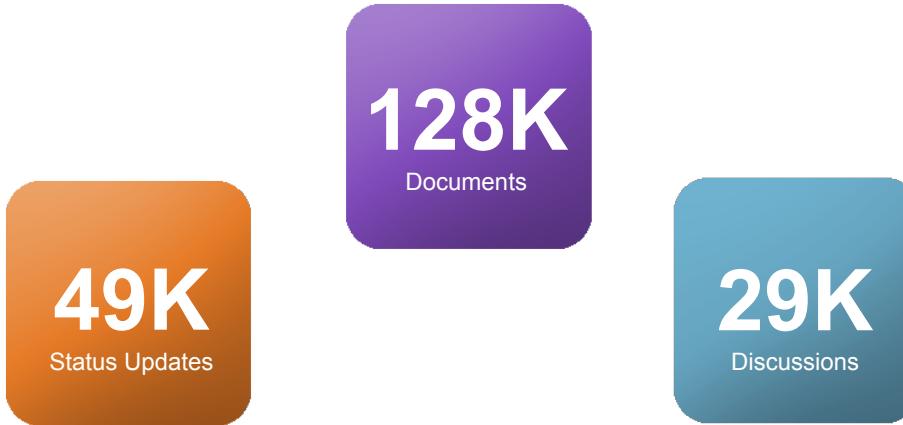
Global Collaboration [UPDATE]



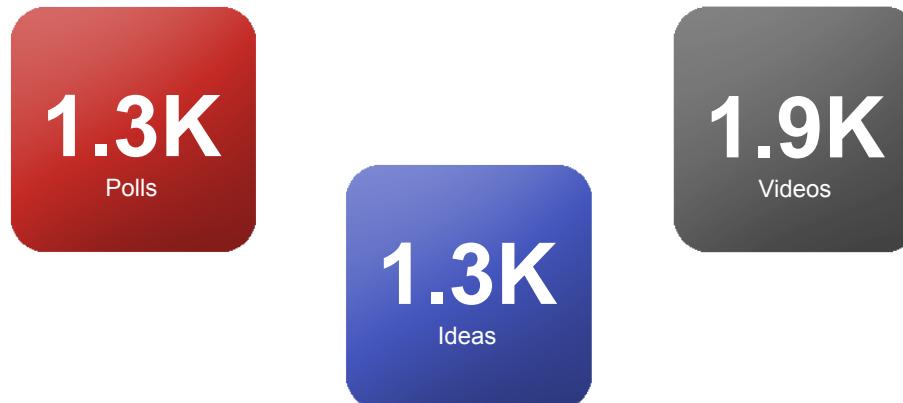
Global Collaboration



How We Share



- 223,000+ pieces of content
- Status updates, docs, and discussions lead
- Blogs are growing in use & popularity

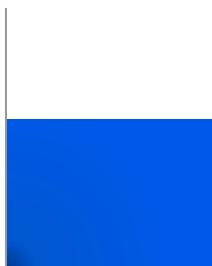


...And Growing!

What We Share [UPDATE]



Sustainability



480 items

- Client Sustainability Reports
- Sustainability Programs
- Examples shared



Safety



1,320 items

- Daily Safety Topics
- Discussions on company culture
- BeyondZero collaborative groups



Projects



1,960 items

- Project Team Collaboration
- Project Updates
- Project Reviews

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Screenshots

Is it just me? | Jacobs X

Welcome | JacobsCo X

<https://jacobsconnect.jacobs.com/welcome>

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Overview

- Activity
- Connections Stream
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- Senior Management
- New Stream
- New Stream 1
- New Stream 2
- Microsoft Office
- Fun spare time
- HR people
- the Tribe
- Inbox
- Actions**

TOOLS & APPLICATIONS

- [+] myHRIS / ETS (Electronic Time System)
- [+] JEMS (Jacobs Expense Management System)
- [+] UK / Ireland Finance Apps
- [+] File Transfer Tool
- [+] TMS (Talent Management System)
- [+] BPS (Business Practices System)
- [+] Plaza (for legacy SKM users only)

Company News & Features

New "Jacobs Service Desk" Replaces Altiris HelpDesk and Service Manager
Rail Project Wins Construction Award
Safety Week Follow Up - How Did We Do?

More news and features



Feature Story: SunCoke Energy Honors Jacobs with Supplier Excellence Award

What Do You Think?

Which types of content are you likely to forward or share with your colleagues? [Tell us here!](#)

Featured Blog

Kevin McMahon: [New Office in Suzhou, China.](#)
"Jacobs Suzhou holds two Specialty Class A Design Licenses in the Chemical, Petrochemical and Pharmaceutical (CPP) Industry in China, which allow us to undertake engineering design, in addition to procurement and project management services, for all types of chemical projects in China irrespective of size."

Featured Photo

[JacobsConnect.pptx](#) [theproject_Jan....pptx](#) [Internet_Trends....pdf](#)

Connect, Communicate, Collaborate

JacobsConnect is a resource for you. Meet people from across the globe. Find information and resources. Share ideas. Network with experts in your field.

New to JacobsConnect?

Visit [Self-Help Training & Tools](#) to learn how to use key features of JacobsConnect. Got a question? Consult [Help & Support](#)

Network Guides

Find out what's hot: [Popular Content & Places](#)
Get the lay of the land: [Spaces Map](#)
Know the rules of the road: [Ground Rules](#)

Content Worth a Look!

Video: [Safety Culture in Dallas.](#) Colleagues from our Dallas, Texas (U.S.) office share perspectives about safety and what makes it personal for them.



Places Worth a Visit!

Technical Library. Find engineering industry standards, validated technical content, codes and standards, books, journals, and other helpful information - plus access to a librarian!



Asian-American and Pacific Islander Heritage Month. During May explore insightful articles about Asian-American and Pacific Islander peoples and cultures.



What do you think about the new look? [Let us know.](#)
Contact [Brenda Romero](#) to suggest blogs, places, content, and photos to feature.

JACOBS

Find company information and resources in the [Company spaces](#). Menu below.

COMPANY SPACES

- About Jacobs [View 11 sub-spaces](#)
- Alliances [View 4 sub-spaces](#)
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- Contracts [View 2 sub-spaces](#)
- Ethics & Integrity [View 1 sub-space](#)
- Financial Management [View 4 sub-spaces](#)
- Global Assistance and Response
- Global Quality [View 4 sub-spaces](#)
- Global Risk Management (GRM) [View 4 sub-spaces](#)
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Ground Rules & Recommendations

in JacobsConnect Help & Support

Overview Content People Subspaces and Projects Reports Actions About Share

TIPS 

We want you to use JacobsConnect responsibly, ethically, and with a spirit of respect and inclusiveness. Below you can access our Ground Rules and read other tips on proper behavior for our community.

The success of JacobsConnect depends on you and your ability to help foster a positive community for all of our participants. We believe this will ultimately lead to better networking, collaboration, and problem solving within our company.

Know the Rules

- Know and understand our official Ground Rules – the JacobsConnect [Terms and Conditions](#) for use, as well as our [Global Guidance for Use of Social Media](#). Remember that all global policies, including the [Code of Conduct](#), apply to this community.
- If you see something posted that violates our Terms & Conditions, company policies – or content that is otherwise inappropriate, [please use the Report Abuse feature](#) within the system. You can also [report violations anonymously](#), using the Ethics Hotline: (877) JACOBS2 (877.522.6272).
- Follow intellectual property rules. [Don't upload any copyrighted, trademarked, or other content that you didn't create](#). Obtain permission of the owner first or provide a link to the original source. See [Guidelines](#).

Participate!

- Listen, get involved, stay informed, answer questions, and share content that is relevant and helpful for the business. Take advantage of our community members' contributions—collaborate and reciprocate.
- Don't forget that, while this is a social network, **it is first and foremost a business tool**; be mindful about what personal or private information you share about yourself.
- Be respectful.** Remember that Jacobs is a global organization whose employees and clients reflect a diverse set of customs, values, and points of view. If you disagree with a post, keep your reply positive with constructive comments. Avoid profanity. Bullying or harassment is against company policy and is not tolerated.

Before You Post...

- Respect the fact that not every discussion may be suitable within a **public** business environment. Using JacobsConnect as a vehicle for discussing controversial topics can be divisive rather than inclusive. We want JacobsConnect to promote collaboration, teamwork, and inclusiveness!
- JacobsConnect can be a great way to network and discuss, but when it comes to building relationships with colleagues, **sometimes there's no substitute for having actual face-to-face or phone conversations**. These direct methods are also more appropriate to consider when it comes to urgent, sensitive, contentious, or confidential matters.
- Remember that you are responsible for the comments and content you contribute and those contributions are an extension of your professional-self; be prudent and deliberate about what you share and with whom you share it.
- Be careful of the words you choose; what you intended might not be what others perceive, and what you read might not be what the author intended. Keep in mind that raw text can be ambiguous and may not have the same impact as when being delivered by a person standing in front of you. **Sarcasm, irony, and humor aren't always obvious—text comes without facial expressions, vocal inflection, or body language.**

ASK GROUND RULES & RECOMMENDATIONS

Type your question

GROUND RULES

- [JacobsConnect Terms and Conditions](#)
- [Guidance for Use of Social Media](#)
- [Employee Code of Conduct](#)

RELATED FROM LEADERSHIP

- [Some thoughts on JacobsConnect](#)
--Craig Martin
- [Business tool or personal tool?](#)
--Gus Hubert
- [Do you have permission to use that image?](#)
--George Kunberger
- [Welcome to JacobsConnect! \(Video\)](#)
--Craig Martin
- [Ignorance of copyright laws is not a defense](#)



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<https://jacobsconnect.jacobs.com/community/popular-content-places-tags>

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Popular Content, Places & Tags

Overview Content People Subspaces and Projects Remote Docs Actions About Share

Here are JacobsConnect's most popular content, places, and tags. See what your colleagues and friends are viewing. Find out about important and interesting places and content.

Top places and top content are updated regularly. Tags and likes are automatically updated. To see previous reports, go to [Popular Content Archive](#)

TOP PLACES (JAN 28 - APR 28)	
1	Sales Resumes/CVs Views: 396,149
2	Business Practices System (BPS) Views: 122,684
3	Benefits Views: 76,444
4	Company News & Features Views: 72,419
5	Houston, TX - US Views: 60,115
6	Technology Region Views: 46,488
7	Technology Group (Technology Region) Views: 33,488
8	Codes & Standards (Technical Library) Views: 31,196
9	Stockton, UK Views: 30,489
10	Industry Standards (IHS) - Global Access Views: 29,948
11	JacobsConnect Help & Support Views: 25,741
12	Human Resources Views: 24,352
13	Hot Jobs Views: 24,195
14	Information Technology Views: 23,306
15	Financial Management Views: 21,152

TOP CONTENT (JAN 28 - APR 28)	
1	What is your favorite quote? Debbi Shaffer Views: 14,207
2	United States Employee Benefits Scott Grove Views: 7,349
3	How have BeyondZero® and the tragic Texas City incident of 2005 impacted your life? Brenda Romero Views: 7,247
4	What is your favorite joke? Angelita Litorjua Views: 7,096
5	Commitment to Excellence: Fortune Names Jacobs One of World's Most Admired Companies Brenda Romero Views: 6,045
6	What are you photographing this weekend? Gavin Clark Views: 5,702
7	How to Apply for a Job Jim Riney Views: 4,052
8	2015 US - Jacobs Staff Health & Protection Sammy Yu Views: 3,917
9	Introduce your dog Andrew Bothwell Views: 3,844
10	2014 Jacobs Summary Annual Report Mark Houston Views:

POPULAR TAGS	
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TOP LIKED CONTENT (NUMBER OF LIKES)	
1	7,495 What is your favorite quote?
2	4,654 Introduce your dog
3	3,147 What are you photographing this weekend?
4	2,741 What is your favorite joke?

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Gamification: Driving Success

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Person	Followers	Following	Status Level	
John Fay	405	51	⭐ Champion (33082 points)	Following in ↗ 1
Martyn Williams	163	122	🟡 Guide (24760 points)	Following in ↗ 2
Adam Dawson	1578	1661	🟡 Guide (21957 points)	Following in ↗ 2
Amanda Woodman	41	43	🟡 Guide (21279 points)	Follow ↗
Mark Wisbey	480	901	🟡 Guide (20674 points)	Following in ↗ 1
Denise Hofmann	639	1034	🟡 Guide (20441 points)	Following in ↗ 1
Matt Waddicor	288	326	🟡 Guide (20364 points)	Following in ↗ 2
Paul Harper	131	79	🟡 Guide (17057 points)	Following in ↗ 1
Frank North	88	82	🟡 Guide (16892 points)	Following in ↗ 1
Sarah Lumsden	320	271	🟡 Guide (16104 points)	Following in ↗ 1
Phil Butler	177	66	🟡 Guide (14661 points)	Following in ↗ 1

All discuss

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Sharing is Caring

's Blog

Are you Mentally Safe?

Posted by [REDACTED] in [REDACTED]'s Blog on Mar 20, 2014 6:42:00 AM

http://www.nytimes.com/2013/05/03/health/suicide-rate-rises-sharply-in-us.html?_r=0

After reading this article, it really hit close to home. I am a three year survivor of suicide. My daughter at the young age of 23 completed her life.

What struck me in this article is the fact that was stated: "More people now die of suicide than in car accidents". We do a great job of keeping us physically safe, but what else can we do as a company to keep us mentally safe at home and in the workplace?

We are a caring, safety oriented company. Let's care about our coworkers mental, and emotional health. It is all wrapped up in one package.

In loving memory of my beautiful [REDACTED].

Gone too soon, but never forgotten.

1391 Views Tags:

4 HELPFUL **MOST LIKED**

80 Comments

Add a comment

[REDACTED] Mar 20, 2014 11:36 AM

[REDACTED], thank you for sharing this information in loving memory of your daughter, [REDACTED]. You have me in tears because suicide is such a heart wrenching topic for so many people. According to the alarming statistics cited in the article, many already have or will experience this type of loss and pain. I'm glad you are sharing your story in order to bring heightened awareness to the subject and in an effort to help others. Quoting the referenced article, "It's important that society becomes more comfortable with discussing it. Then the people left behind will not have this stigma." In the last few days the subject of "stress" and "depression" have come up here on JacobsConnect. There are others in our One Jacobs / Culture of Caring who want to reach out to help others as well.

[REDACTED] recently started a discussion [@ Stress - do we need a separate JacobsConnect Group](#) where he details his personal struggle with stress and depression and his desire to help others. In that thread there is reference to a group [# Stress Reduction Forum](#) and [@ Steve \[REDACTED\]](#) suggested that there

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By date:
March 2014

RECENT POSTS

Are you Mentally Safe?

INCOMING LINKS

By the time you finish reading this, someone will die.

Comment on 'Suicide Awareness'

Re: How are you Bringing Beyond Zero Home