They satisfy two basic human needs: to meet new people and to strengthen existing relationships

Mass-collaboration is the next wave of business innovation

Companies can engage hundreds of people to delegate work, or challenges

Many organizes only use social media as a form of communication, and not collaboration

These help people build and improve relationships

We can design collaboration environments for people to work hard

Self-organizing communities to create mass-collaboration

Three legs:

* Senior leaders need to recognize the value of social tools across multiple business functions, and think of it as strategic to their business
* The importance of purpose – do not simply “provide and pray”. Create challenges that provide a purpose for the social tool. These purposes have to add value to the business
  + These people collaborate about these things to solve these problems – be very specific
* Working with a broader community to ensure the correct culture of the tool and to make sure “What is meaningful to the community” is hit to derive business value

Social tools enable the visibility of internal conflicts. These tools allow internal conflicts to be resolved and thus creating a stronger community. Analogy of the family

*How to integrate:*

Creating protective cushioning for the social integration

*Examples:*

**American Express** has done by integrating core product with foursquare, facebook – these drive business

**Kodak** digital camera failure – lack to analyze coming technological horizon

**Apple** design success – allowed next generation of products

**Wikipedia** – creating guard-rails to use wisdom of the crowds to successfully define facts