

Q1 2012



Generation F

'Facebook Generation'

Future Workforce Research Whitepaper

– 1st 1000 responses Pilot

Starting a conversation between employers
and the *next generation* workforce



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Summary

Recent events across the Middle East (the 2011 'Arab Spring') and across the UK (the 2011 autumn riots) have demonstrated the power of social networking on the mobilisation of targeted collective behaviours and well coordinated, impactful actions.

During 2011, social networking has demonstrated its awesome powers of engagement, mobilisation and coordinated, sometimes creative action, and this perhaps has powerful implications for engagement in the workplace.

HDA has delivered staff engagement services, including surveys, focus groups and internal communication interventions for a number of years. We appreciate more and more however that ensuring effective team engagement is definitely not about one-size fits all approaches to leadership, communication, rewards or career management.

The most valuable and talented people are likely to already be using a range of social

networking technologies, including Facebook, Twitter, Xing, Plaxo, LinkedIn, YouTube, Vimeo, the new Google+, etc), via computer and/or smart phone.

The future workforce; currently at school, at college or university, certainly will be using a range of ever potent social networking technologies!

By starting a conversation between students (the future workforce), educators and employers via this paper, we are keen to continue to learn more about what key opinion groups think about what drivers are likely to engage 'Generation F', the Facebook Generation, to release its significant collaborative and creative talents in the 'next generation' workplace.

We ran 2 'Generation Coach'* surveys on a pilot basis on SurveyMonkey, and these can be found here:

Our survey for HR and business leaders:
<https://www.surveymonkey.com/s/DX25FYN>

Our survey for school students:
<https://www.surveymonkey.com/s/2SKV5BZ>

Note – these remain live as 'Generation Coach' surveys, and ongoing participation is welcomed.

(* Generation Coach is a partnered survey data aggregator)

Why Now?

In a 'post recession commercial world' and in a 'post Comprehensive Spending Review civil service world', (in the UK), the list of organisational challenges to employee engagement is very long.

Having chaired the CIPD's 2011 Engagement Conferences in London and Manchester, HDA appreciates that *ensuring effective team engagement*:

1. is definitely **not about one size fits all** approaches to leadership, communication, rewards or career management ... though the potential for learning across sectors in these areas is vast;
2. is not likely to be achieved by the annual staff engagement survey, particularly those aimed largely at external benchmarking, unless inputs into and outputs from the process are clearly extremely well **'joined up'**;
3. may be enhanced by organisational participation in eg. the **Sunday Times 100 Best Companies to Work For** and related benchmark surveys, simply as these provide an internal employer branding rallying point, and access to cross-sector exemplar comparisons;
4. requires extremely **innovative thinking**;
5. requires **bravery** by those tasked to manage / or champion the engagement brief;
6. may require active 'breaking of the rules' including embracing low or zero-cost guerrilla tactics;
7. requires **leadership authenticity** – perhaps the absolute key, though this is difficult to scale as organisations grow, (inspiring leaders in small entrepreneurial businesses may be useless in larger businesses requiring layers of control);
8. requires that innovative thinking be supported by innovative uses of **collaborative communication technologies** – simply put, the most talented and valuable people in the organisation are very likely already using these technologies.

The 2009 British Government-sponsored McLeod 'Engaging for Success' Report provided a number of clear 'no brainer' ROI statistics on the value of having engaged teams.

However, in early October 2011, ONS (the UK Office for National Statistics) reported:

- UK unemployment was up by 114,000 to reach 2.57 million - 8.1% of the working-age population;
- A record level of youth unemployment at 991,000 ... the highest since

records began (1992) – reaching 1 million in November 2011;

- Unemployment among young people between the ages of 18 and 24 is increasing twice as fast as the total workforce;
- Almost 2,000 apprentices were made redundant in the last two years – mainly young people.

In the meantime, Aviva’s 2011 Health of the Workplace Report reports, in respect of UK workers that:

- They work 26 million extra hours each day/ business benefit from - £225 million unpaid labour daily;
- Six in ten regularly work beyond contracted hours – ave.1.5 hours ‘overtime’ / day;
- 23% claim they work an extra 2-3 hours daily;
- 18% report that they still have a good work/life balance in spite of extra hours;
- Only one in five (18%) say they work longer for the love of the job.

If one subscribes to Towers Perrin’s, (2003) definition of workplace engagement as being, *“The extent to which employees put discretionary effort into their work in the form of brainpower, extra time and energy.”*, then clearly, these stats do not bode well for engagement levels in the future workplace.

In this regard, according to the 2011 ORC International Global Perspectives engagement survey, on 10 Oct 2011:

- the UK fell four places in the global engagement rankings to 17th;
- China’s engagement index jumped seven places to second overall in 2011;
- India remains on top with an overall engagement ranking of 74%; up from 66% in last year’s survey.

Finally, according to the Blessing White 2011 Employee Engagement Report

- There is a strong correlation between engagement levels and age, role/level, and tenure in the organization;
- Engaged employees plan to stay for what they give; the disengaged stay for what they get.

As the 2009 McLeod (Engaging for Success) Report says about staff engagement *“...there are three things we know about it: it is measurable; it can be correlated with performance; and it varies from poor to great.”*

Things aren’t currently great for the most part, engagement-wise across UK plc.

Engaging talent cross-generationally

What about engaging Generation Y; the much written-about children of the younger Baby Boomers and of the older Generation Xs; sometimes referred to as the 'Millennials', born since 1982, and, (in respect of those born in the 90s), *many whom have never experienced an internet-free world.*

'Yeah, there are a lot of kids looking for jobs right now, but few of them will ever feel at home in cubicleland.'

Gary Hamel, business futurist and blogger, 2009

This generation includes some of our brightest, most creative and most talented in our work spaces - in their 20s and with some touching 30 now. A lot has been written about the motivators of this generation, including eg:

- attitude to rules and authority,
- attitude to corporate reputation,
- attitude to corporate social responsibility,
- need for time to innovate,
- need for work-life balance, and so on.

In a 2009 Blog, Gary Hamel refers to this generation, and the web-based

experiences which shape their thinking. He says: *'Yeah, there are a lot of kids looking for jobs right now, but few of them will ever feel at home in cubicleland.'*

This generation is working to live, not living to work.

Ashridge Business School's and the ILM's 'Great expectations: managing Generation Y' July 2011 paper identifies that:

- 56% of Generation Y graduates want their managers to be a coach or mentor;
- 21% want them to be a friend.

This is a simple but very powerful thought about how our current work and managerial configurations are more likely to smother engagement, creativity and innovation. Put plainly; those of us seeking to engage teams may be very out of touch with what drives this generation, and we need to regularly review our assumptions.

According to a February 2011 cover and article in Time Magazine, this generation - at least in the Middle East - is responsible for the momentous social and historical shifts that we saw in 2011 across North Africa and more broadly across the Middle East, where people under 30 years old are often in the majority. We need to take this generation very seriously.

The Facebook Generation— engagement gets tougher

According to Eric Schmidt, (previously CEO / currently Executive Chairman of Google), in August 2010; *"There was 5 exabytes of information created between the dawn of civilization through 2003, but that much information is now created every 2 days, and the pace is increasing."*

Whether or not this calculation is correct, (many question and qualify it), the fact is that the internet records masses of new information each second, minute, hour, day; particularly since the development of rich data like video. Much of this is produced by and for social networkers.

"There was 5 exabytes of information created between the dawn of civilization through to 2003, but that much information is now created every two days, and the pace is increasing."

Eric Schmidt, outgoing CEO of Google, August 2010

Statistics show that:

- By 2015 the tablet market will be 479 million units & PC market will be only just ahead at 535 million units, ie.

tablets will have effective parity with PCs in just 3 years. ([ZDNet](#))

- Social Media has already surpassed e-mail volumes. Increasingly, the world is using social networks and other social media-based services to stay in touch, communicate, and collaborate. ([ZDNet](#))
- 96 percent of Americans use Facebook ([Business Insider](#))
- 46 million Americans check their social media profiles daily ([Edison Research](#))
- 73 percent of the US internet population visits Facebook each month ([comScore](#))
- One out of every six minutes spent online is on a social network ([comScore](#))
- On Monday, March 14th, 2011, 5 years after it started, Twitter advised that 140 Million Tweets are sent each day ([Twitter](#))
- Facebook expects to achieve \$4.05 billion in advertising revenues during 2011 ([eMarketer](#))

- Seven of 10 employees have “friended” their managers and co-workers on Facebook ([Cisco](#))
- Two out of five students have not bought a physical book (except textbooks) in two years ([Cisco](#))
- More than two of five would accept a lower-paying job that had more flexibility with regard to device choice, social media access, and mobility than a higher-paying job with less flexibility. ([Cisco](#))
- At least one in four said the absence of remote access would influence their job decisions, such as leaving companies sooner rather than later, slacking off, or declining job offers outright. ([Cisco](#))
- Three out of 10 feel that once they begin working, it will be their right-more than a privilege -to be able to work remotely with a flexible schedule. ([Cisco](#))

Again quoting Eric Schmidt, then outgoing CEO of Google; in August 2010:

“The internet is the first thing that humanity has built that humanity doesn't understand, the largest experiment in anarchy we've ever had.”

Clearly the penetration of Facebook, Twitter, LinkedIn and the various other online social networking facilities crosses all generational boundaries, however there is no doubt that how (and the effectiveness with which) we use these social networking tools differs from generation to generation. Our sub 30 year olds have a lot to teach the rest of us.

Younger people appear to be ahead in all respects in how they understand the value of social networking technology to enhance:

- their personal networks;
- the effectiveness of communication;
- effective collaboration on time-specific projects with their peers;
- the creativity of the solutions that they create together with their peers.

Regarding the penetration of social networking in this group, 82 percent of 18-29 year olds utilise a form of social networking ([Pew](#)).

Cisco's [Connected World Technology Report 2011](#) reveals that one in three college students and young professionals consider the Internet to be as important as air, water, food, and shelter. The study also found that their desire to use social media, mobile devices, and the Internet more freely in the workplace is strong enough to influence their

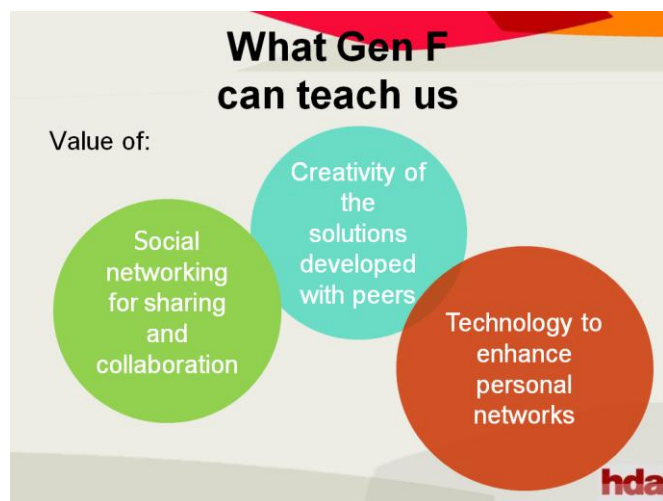
future job choice, sometimes more than salary.

The Cisco report findings provide further insight into the 'the mind-set, expectations, and behaviour of the world's next-generation workforce' and how these workers will influence:

- Business communications
- Mobile lifestyles
- Hiring practices
- Talent retention
- Corporate security

... with implications for how organisations address how they need to evolve to:

- Attract talent
- Diversify the idea marketplace
- Groom the next generation of workers



Social Media as status quo 'disruptor'

In the meantime, the global HR, employment law and the legal community in general is starting to recognise the impact of social networking as a 'disruptor' of workplace policy and guidance on behaviour at work, procedural governance in courts, etc, eg:

- Stacy Snyder vs Millersville University in Pennsylvania, May 2006, where a MySpace page titled "Drunken Pirate," led to the refusal of the university to issue a teaching degree to this student-teacher at Conestoga Valley High School. The court decided in favour of the university. A copy of the judge's decision in this case is available here (downloadable PDF).
- Joanne Frail, the first UK juror to be prosecuted for contempt of court in June 2011 for using Facebook to contact an already acquitted defendant, Jamie Stewart during a 2010 case, and subsequently sentenced to eight months in jail.
- Whitham v Club 24 Ltd t/a Ventura, following dismissal of Mrs. Witham, an exemplary employee to that point, for posting the following comment on Facebook: "I think I work in a nursery and I do not mean working with plants.", in reference to a recent client interaction. This comment led to

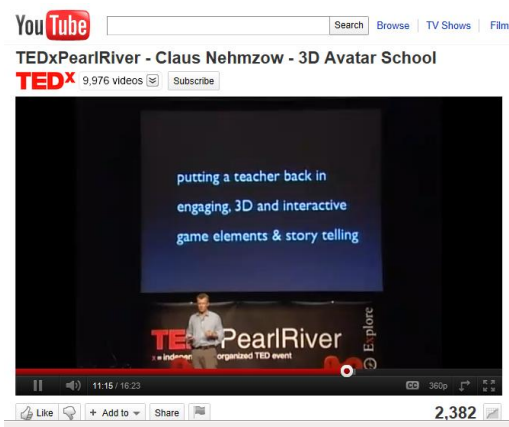
further Facebook chat. Mrs Whitham was dismissed on grounds of gross misconduct and her appeal was equally unsuccessful, however a tribunal found that Mrs Whitham's dismissal was unfair, albeit that her compensation was reduced by 20% on account of contributory fault.

- Gosden v Lifeline Project Ltd, in which a tribunal found that it was reasonable for an employer to dismiss an employee who forwarded an offensive email containing material of a racist / sexist nature to an employee of one of its biggest clients, as this could damage the employer's reputation.
- Preece v JD Wetherspoons plc, in which a tribunal found that it was reasonable to dismiss where negative comments about customers on Facebook risked damaging the employer's reputation.

Technology as enabler

Though this paper is focused on understanding the drivers of the next generation workforce, and what we can learn about this future workforce from its social networking behaviour; it is also sensible to briefly acknowledge the development of leading edge; some may say 'bleeding edge' technologies for educating, training and engaging the future workforce, and which are

currently under development – eg. see Claus Nehmzow of 3D Avatar School in Hong Kong (2010) describe the virtual world future of education on YouTube at: <http://www.youtube.com/watch?v=5pCvfg3MkQI>



Young people educated virtually at 'hyper speed' will be a future force to be reckoned with in organisations of all sizes.

How will their levels of perceptiveness, attention, commitment to task, approaches to problem solving, approaches to creative collaboration, and overall engagement with the aims of the organisation be managed ?

Social Media Policy

Surveys show that UK employers are increasingly well organised when it comes to creating policies around internet usage in the workplace, and particularly, policies around social networking.

ACAS (the UK's Advisory, Conciliation and Arbitration Service) has produced sensible social networking policy guidance at: <http://www.acas.org.uk/index.aspx?articleid=3375> and it is apparent that employers are heeding advice to develop workable policies that help to harness the value of social networking in the workplace, whilst promoting workplace productivity, and protecting information security and corporate reputation.

ACAS has some great fact-sheets offering practical tips on how to manage the impact of social networking on:



- [Managing performance](#)
- [Recruitment](#)
- [Discipline and grievances](#)
- [Bullying](#)
- [Defamation, data protection and privacy](#)

In her November 2011 article Hilary Backwell, Global HR Director at software security company Clearswift, reminds us that Web 2.0 (coined 1999) and other social

media technologies are not new. She argues that:

‘It’s now hard for businesses to ignore social media, even if they wanted to, and increasingly, they do so at the expense of some significant business benefits.’

Benchmarks

The main question for the purposes of this paper is; *how scalable and freedom-creating are organisational engagement practices for a future, strongly socially networked staff population?*

As summarised in the intro to this paper, HDA's 'Generation F' (Facebook Generation) research study is aimed at starting a conversation between employers, educators and students, with a view to identifying the drivers of engagement in the next generation workplace; particularly in the light of the impact of the rise of the social networking phenomenon, and the potential implications of this phenomenon on creativity, collaboration, communication and productivity.

It is instructive reading Google's '[Ten things that we know to be true](#)' philosophy, and particularly the following quote:

We put great stock in our employees – energetic, passionate people from diverse backgrounds with creative approaches to work, play and life. Our atmosphere may be casual, but as new ideas emerge in a café line, at a team meeting or at the gym, they are traded, tested and put into practice with dizzying speed – and they may be the launch pad for a new project destined for worldwide use.

Google, Our Philosophy, 2010

What stands out here is that Google's open creative ethos is highly scalable under current commercial circumstances. But for how long can this continue? Google is at least very well placed to ensure it continues.

There are obviously fantastic staff engagement benchmarks to reference; many of these being found on the various engagement ranking lists; eg:

- The Sunday Times 'Best Companies to Work For' listings;
- The Fortune 100 'Best Companies to Work For' listings.

Look at the following exemplars on these lists for innovative staff engagement benchmarks:

DreamWorks (USA)



Boots (UK):



Bigmouth Media (USA/UK):



Again, the question to ask is; *how scalable and freedom-creating are organisational engagement practices at these organisations for a future, strongly socially networked staff population?*

HDA Q3/4 Generation F Survey Pilot - Participating Organisations / Educators

Almost **350 organisations** participated in the HDA Pilot survey for this research study, by completing the employers' survey:



That the following cities were represented by responses, (in a addition to other towns and cities), is testimony to the global interest in the impact of social media on workplace engagement, and increasing global interest the impact of the 'next generation' workforce.

Auckland, Bangalore, Bangkok, Birmingham, Birmingham (AL), Boston, Bradford, Bristol, Brussels, Calgary, Cardiff, Cape Town, Castellón, Chennai, Colorado Springs, Columbus, Dothan (AL), Dubai, Dublin, Durban, Eastbourne, Edinburgh, Edmonton, Eindhoven, Fort Lee, Frankfurt, Glasgow, Gothenburg, Gurgaon, Haarlem, Hartford (CT), Hong Kong, Hørsholm, Houston,

Jakarta, Johannesburg, Kalama (WA), Leeds, Lincolnshire (IL), London, Los Angeles, Paris, Manila, Manchester, Marseille, Miramar, Moscow, Musaffah (Abu Dhabi), New Jersey, Newport, New York City, Nottingham, Omaha, Oostende, Oxford, Paris, Pazardjik, Pittsburgh, Portsmouth, Regina, Rönninge, San Francisco, San Jose, Singapore, Skopje, Southampton, Stamford (CT), Stockholm, Sydney, Syracuse, Toowoomba, Toronto, Tunbridge Wells, Unley, Vienna, West Palm Beach, Zurich.

Organisations of all sizes and sectors participated; including organisations in the following sectors:

- Private Sector (Publicly Listed)
- Private Sector (Privately Owned > £50 million turnover)
- Private Sector (Privately Owned SME)
- Public Sector (Central Government)
- Public Sector (Regional / Local Government)
- Public Sector (Healthcare)
- Public Sector (Other Departments and Organisations)
- Not-for-Profit / Charity

(Detailed stats to follow in next section)

With the much appreciated support of teaching staff, over **650 secondary / high school students** from the following schools in the south east of England participated in the HDA Pilot survey by completing the schools' survey:

arts school) in Kent, to assist in the coordination of the schools surveys.

The following schools arranged for their students to participate in the survey:



Respondents completed an online SurveyMonkey survey, including both coded and open-ended questions, at: <https://www.surveymonkey.com/s/2SKV5BZ>.

66% of total schools responses were received from Hillview School for Girls in Tonbridge, Kent.

3. University Students

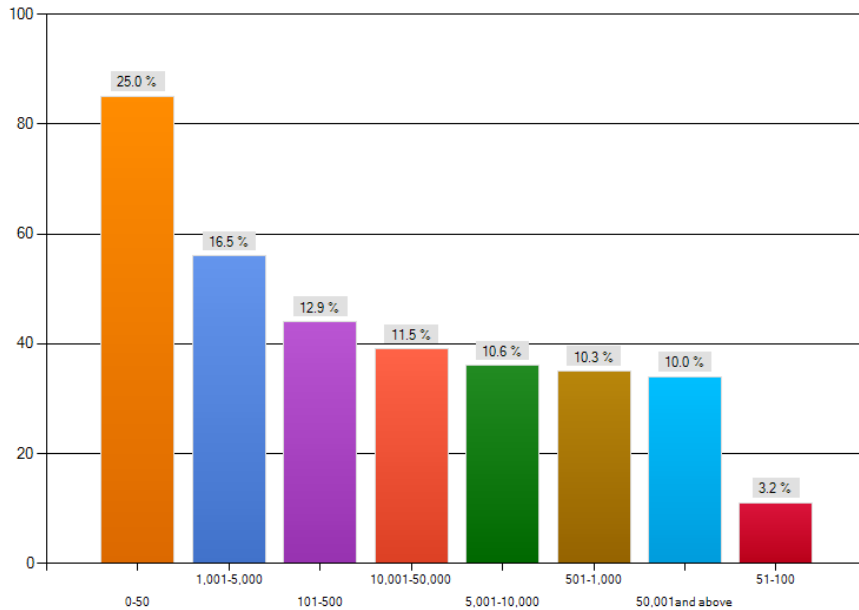
A facility was set up to extend survey access to University students, however, this facility was not utilised during the pilot.

A total of 344 corporate and 671 student responses were received by the pilot cut-off of 02.01.2012, totalling 1015 respondents between both groups.

Survey Headlines

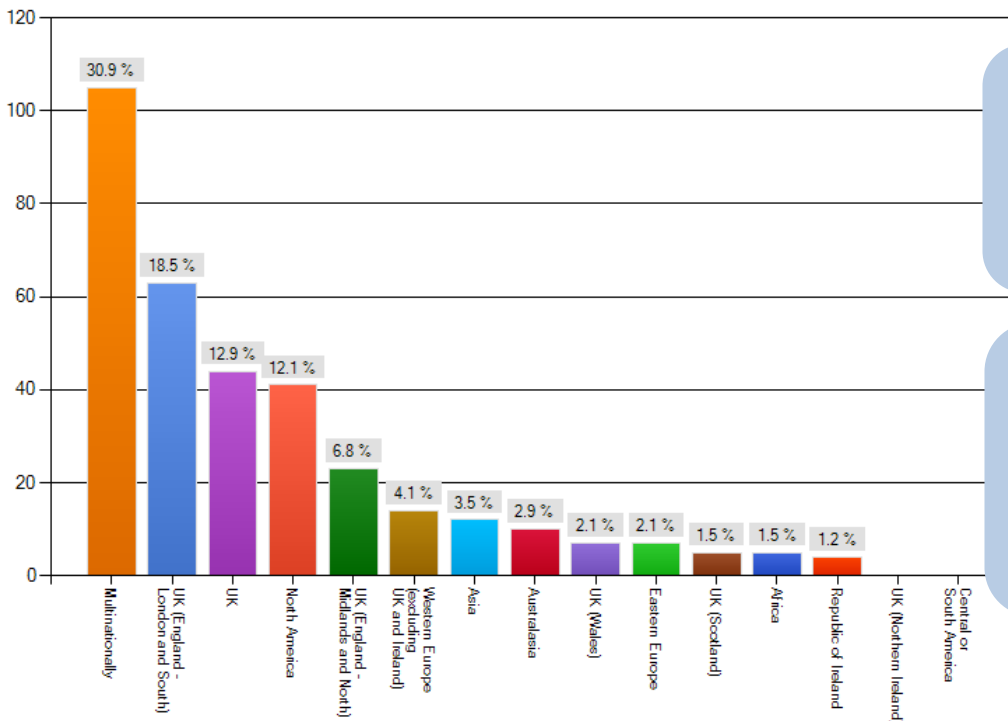
Company Demographics

What is your organisation's approximate headcount ?



Small organisations (0-50 'ees) made up **25%** of respondents, **48.6%** were organisations employing 1,000 or more employees, of which **21.5%** were organisations employing 10,000 or more employees

Where is your organisation physically based ?

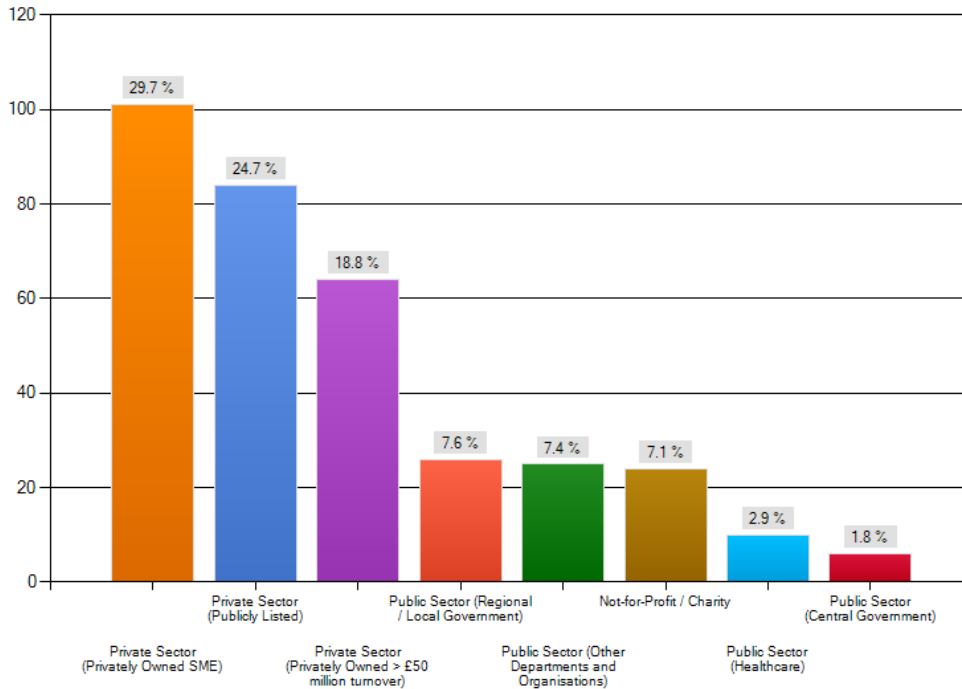


30.9% of organisations participating are multi-nationals

All continents represented, other than Central / South America

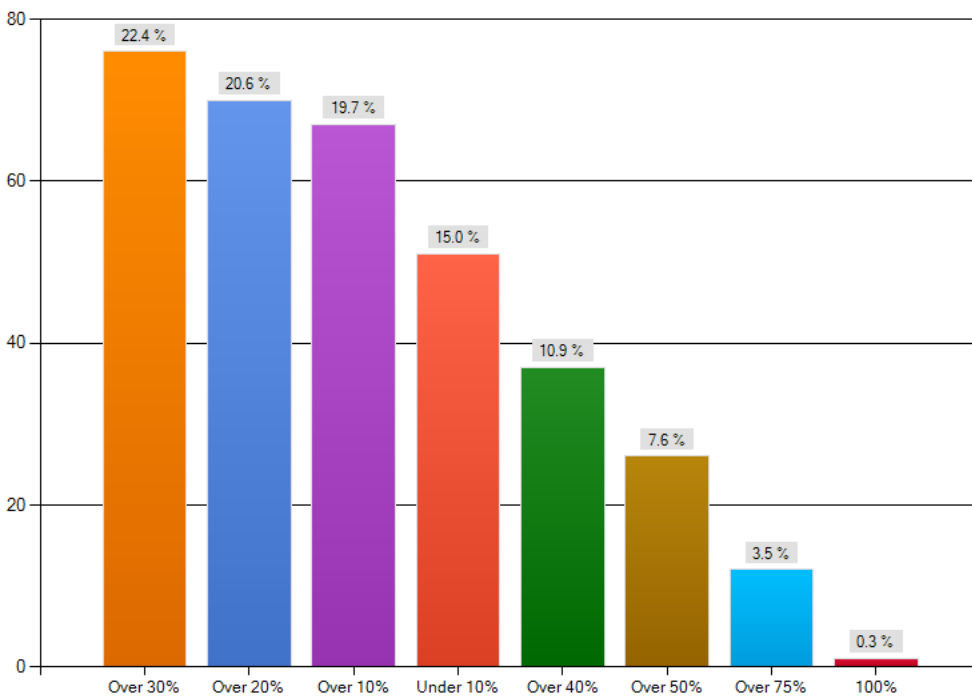
Company Demographics

What sector does your organisation operate in ?



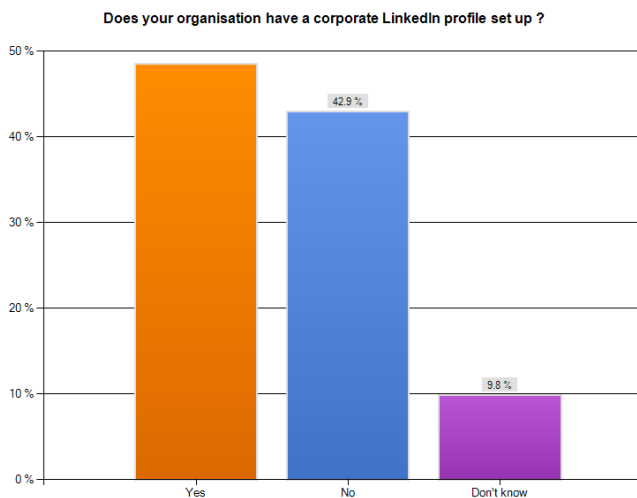
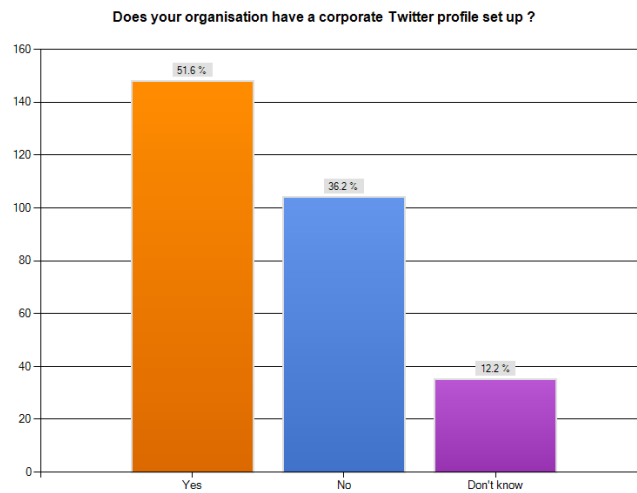
7.1% responses from Not-for-Profit/Charity Sector, **19.7%** responses from Public Sector and responses from Public

What is your estimated headcount of employees under 30 years old ?



44.7% of respondents employ workforces containing 30% or more staff under 30 years old.

Companies' Social Networking Identities



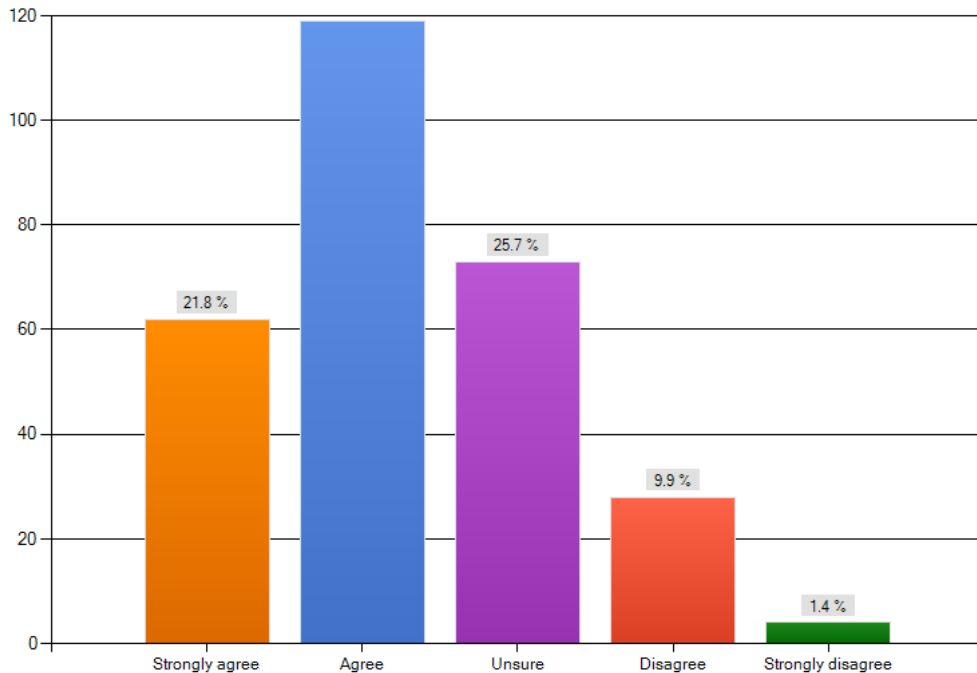
53.7% of organisations have Facebook profiles

51.6% of organisations have Twitter profiles

47.3% of organisations have LinkedIn profiles

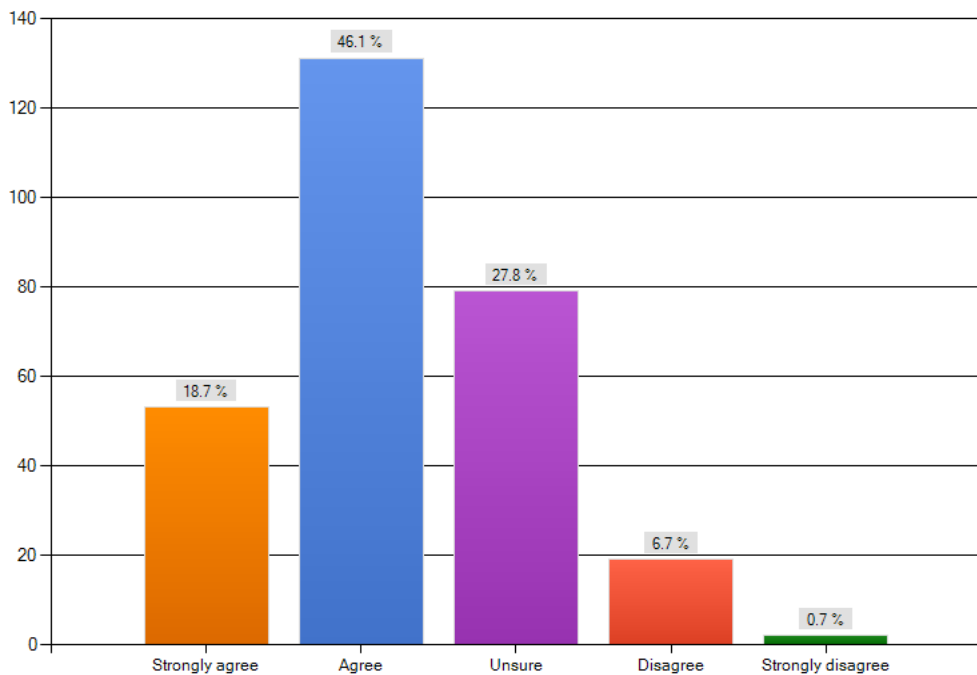
Companies Embracing Social Networking

To what extent do you agree that social networking should be embraced by employers for improving staff communication ?



63% of organisations agree or strongly agree that social networking should be embraced by employers for improving staff communication

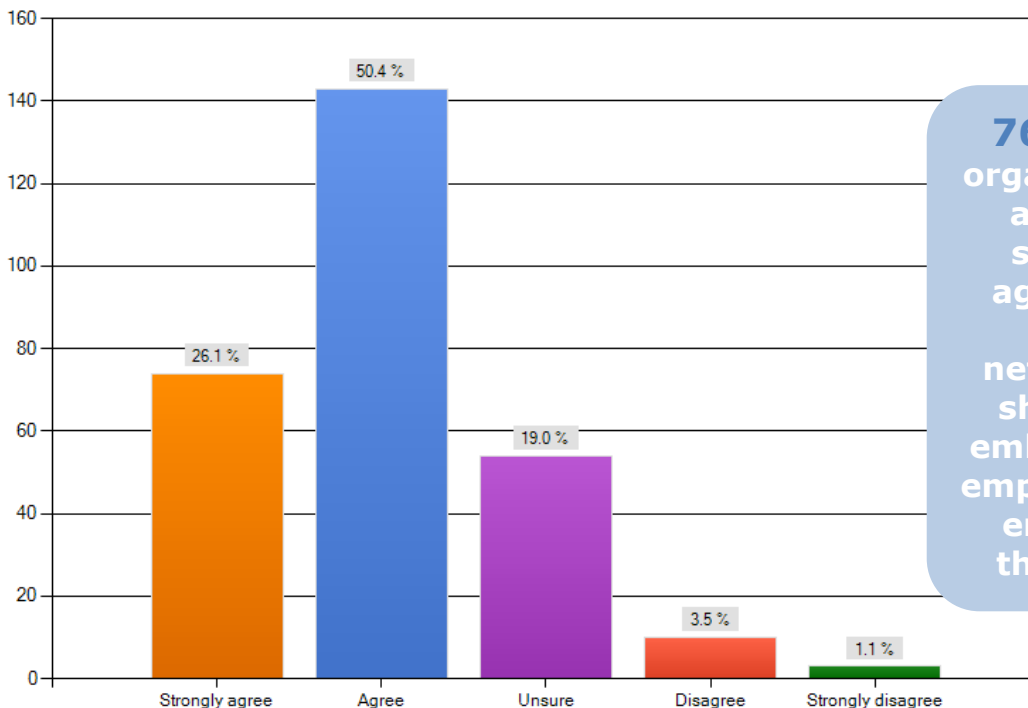
To what extent do you agree that social networking should be embraced by employers for encouraging team collaboration ?



64.8% of organisations agree or strongly agree that social networking should be embraced by employers for encouraging team collaboration

Companies Embracing Social Networking

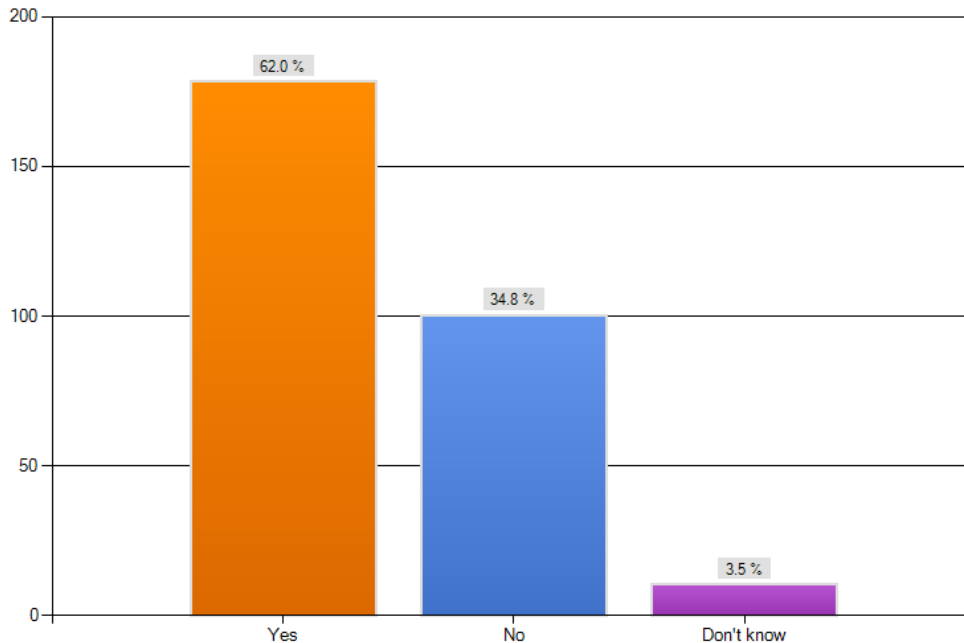
To what extent do you agree that social networking should be embraced by employers for engaging their staff ?



76.5% of organisations agree or strongly agree that social networking should be embraced by employers for engaging their staff

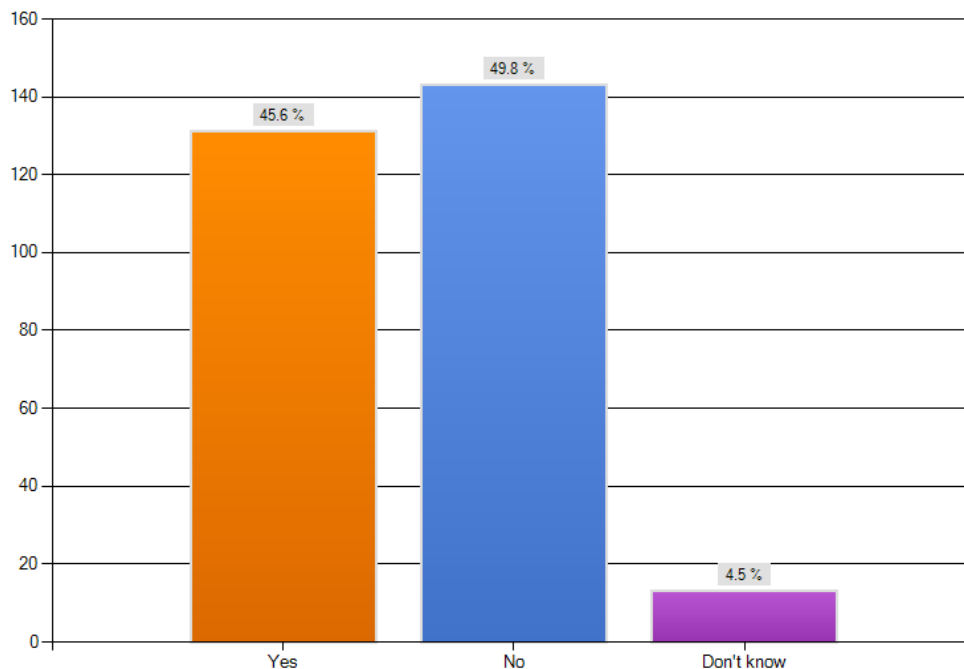
Social Networking Policy

Does your organisation have a policy on staff accessing social networking sites during working hours (eg. Facebook, Twitter, Xing, Plaxo, LinkedIn, YouTube, Vimeo, etc) via computer and/or smartphone ?



62% of organisations have a Social Networking Policy

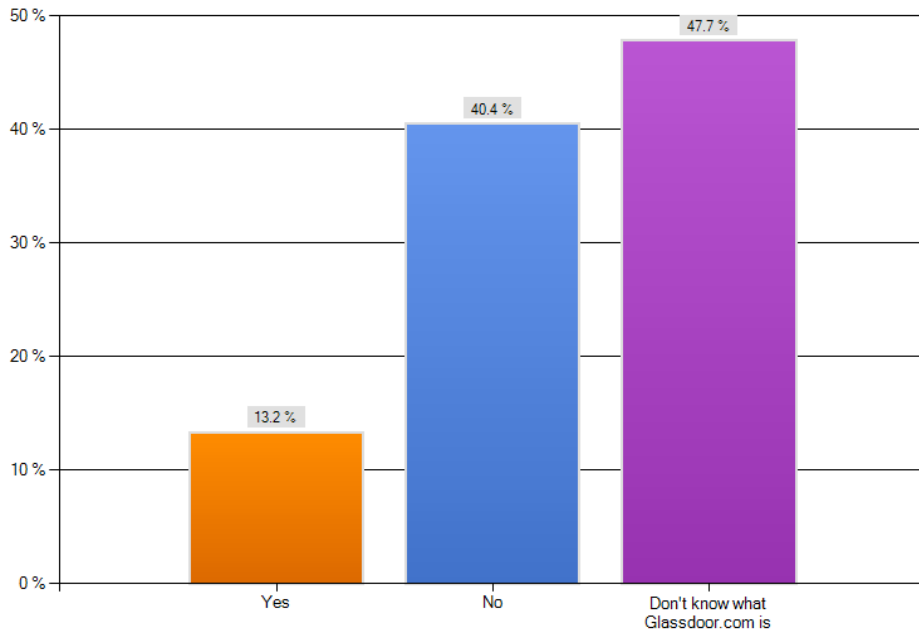
Are staff actively encouraged to use social networking sites (eg. Facebook, Twitter, Xing, Plaxo, LinkedIn, YouTube, Vimeo, etc) for work purposes ?



45.6% of organisations encourage staff to use social networking sites for work purposes

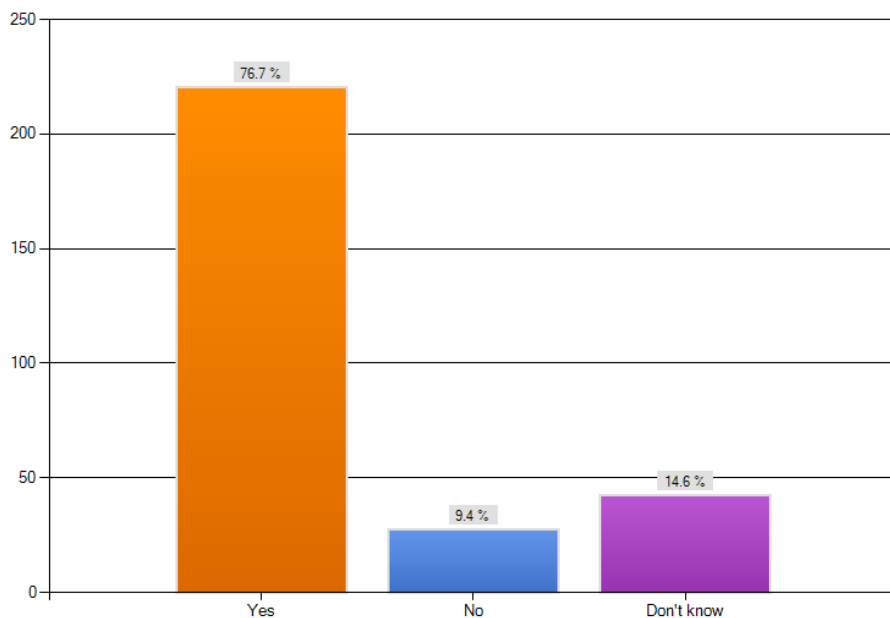
Company Knowledge of who is talking about them

Before completing this survey, have you looked at what staff may be saying about your organisation on www.Glassdoor.com ?



47.7% of organisations have not heard of **Glassdoor.com**, 'an inside look at jobs and companies

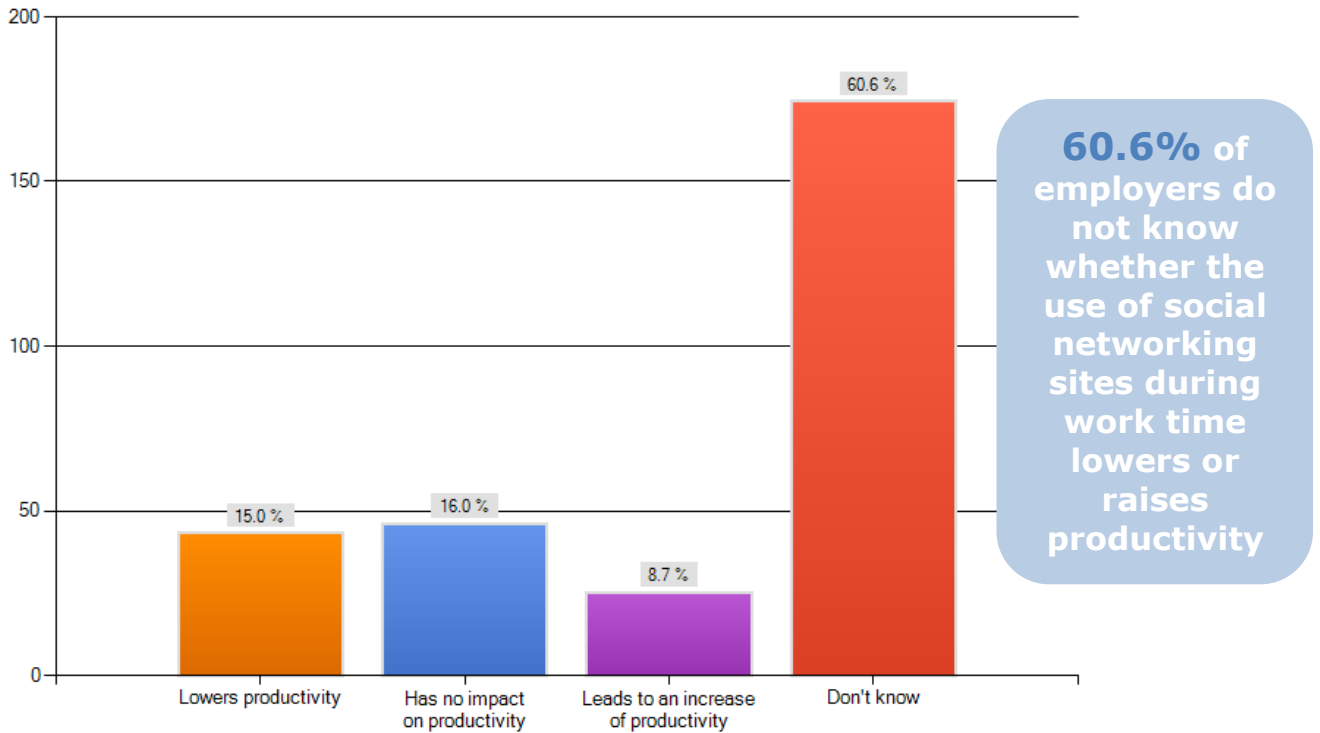
After completing this survey, will you look at what staff may be saying about your organisation on www.Glassdoor.com ?



76.7% of organisations said they would look at **Glassdoor.com**, after completing the HDA Generation F Survey

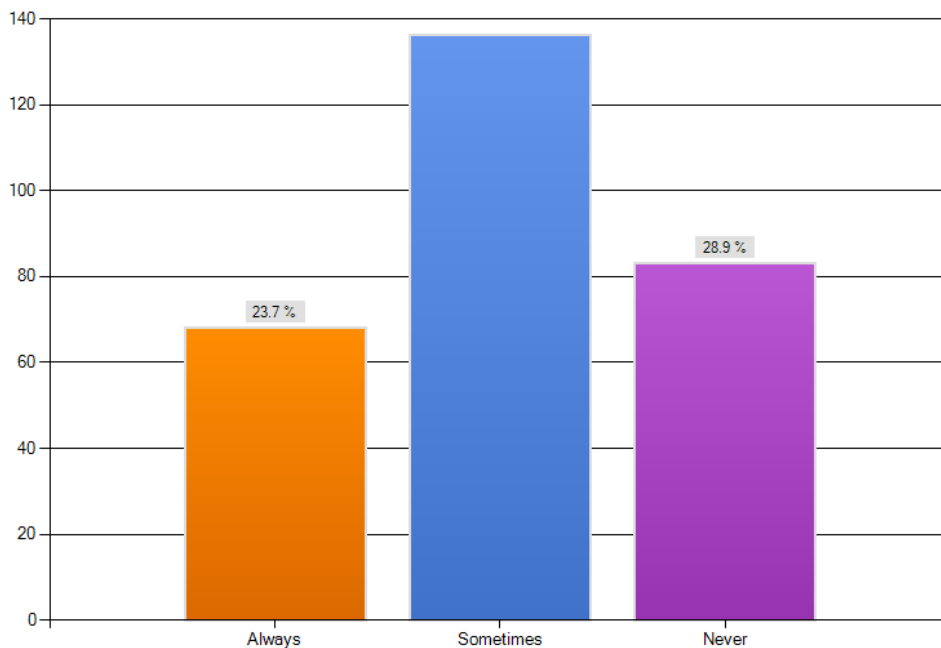
Company Opinions about Social Networking Impact

Do you have evidence that employee use of social networking sites during work time: lowers productivity, has no impact on productivity, or leads to an increase of productivity?



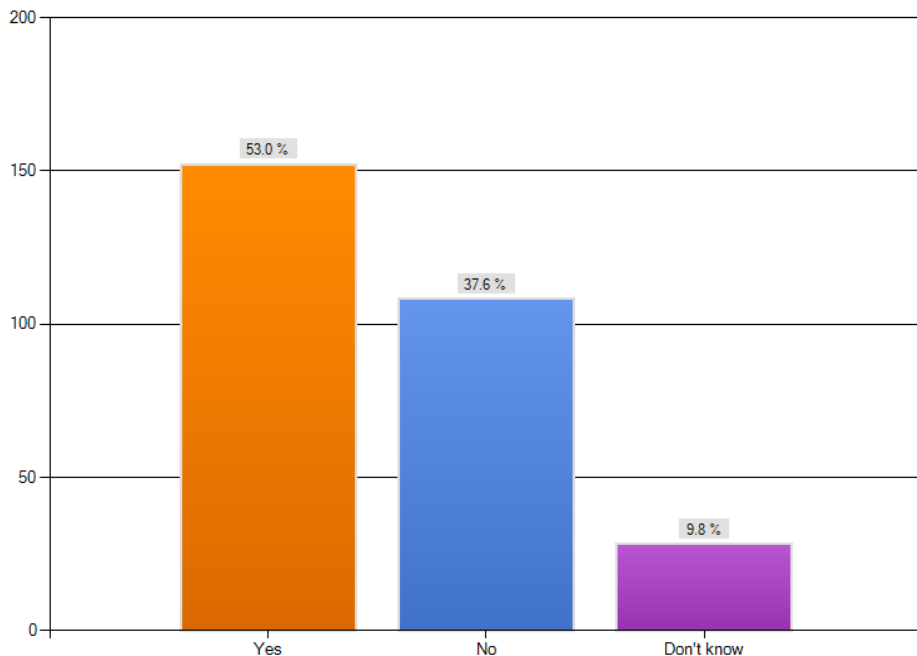
Social Networking for Talent Management

Do you search the online profile of applicants during the recruitment process before employing them ?



71.1% of employers always or sometimes search the online profile of applicants during the recruitment process before employing them

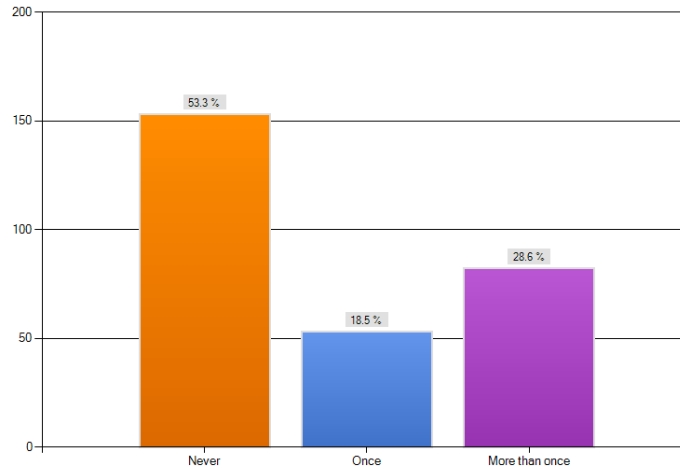
Does your company use LinkedIn for recruitment purposes ?



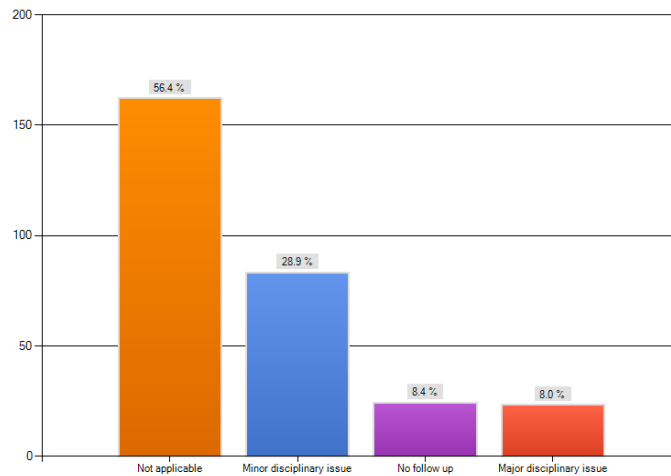
53% of employers use LinkedIn for recruitment purposes

Social Networking for Talent Management

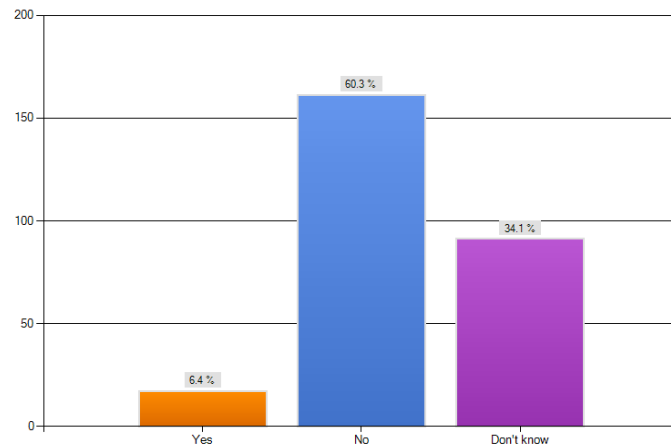
Have there been instances where an employee's online social network profile has created a concern whilst at work?



Subject to your previous answer, how was this dealt with?



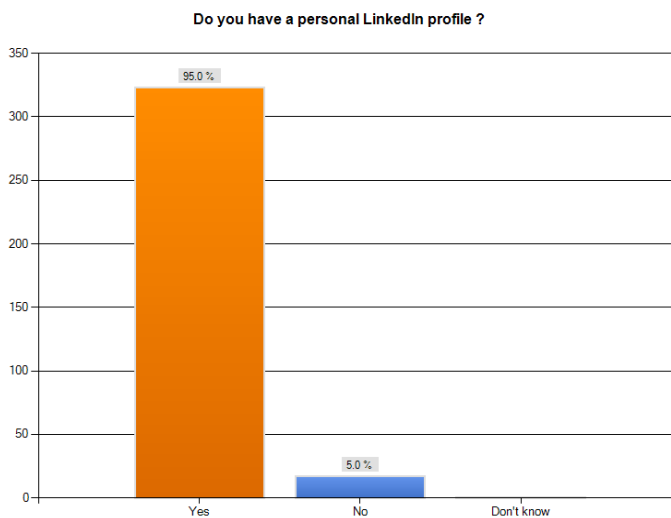
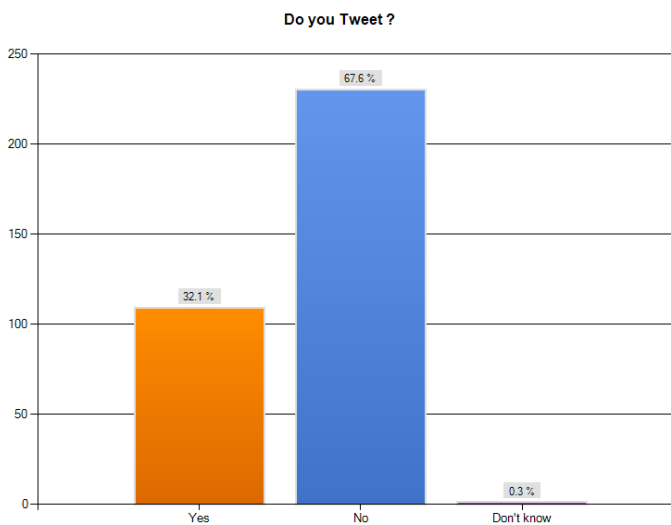
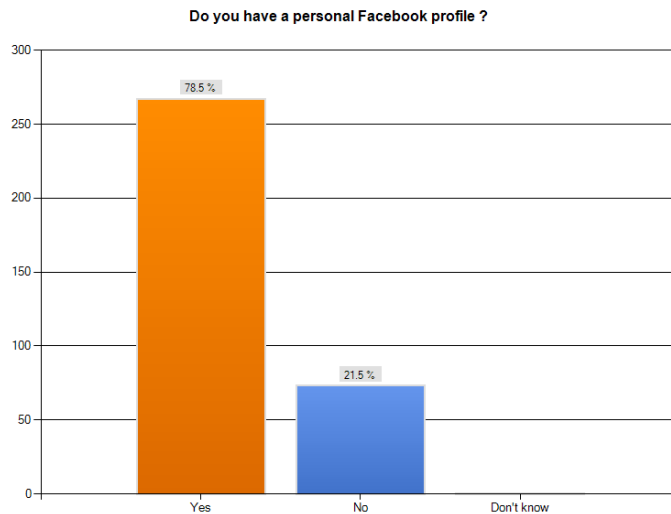
Have any staff promotion or internal redeployment opportunities been adversely impacted in your organisation as a result of an employee's online profile? (Note - answering this question is optional)



46.7% of employers have experienced problems with staff social network profiles, of which **28.9%** have resulted in a minor disciplinary issue and **8%** have resulted in a major disciplinary issue

6.4% of employers report that staff social network profiles have adversely impacted staff promotion or internal redeployment opportunities

Company Respondent Social Networking

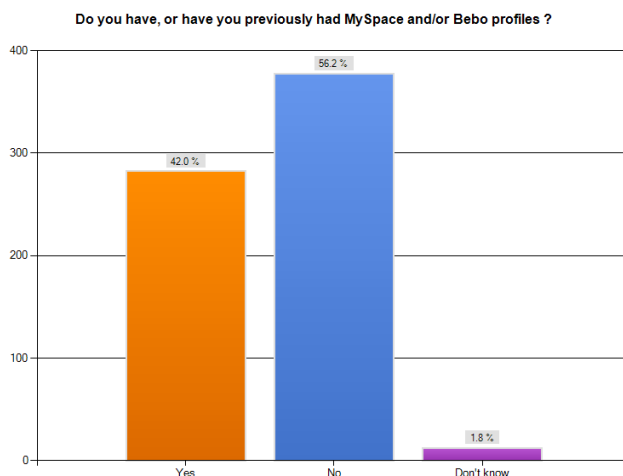
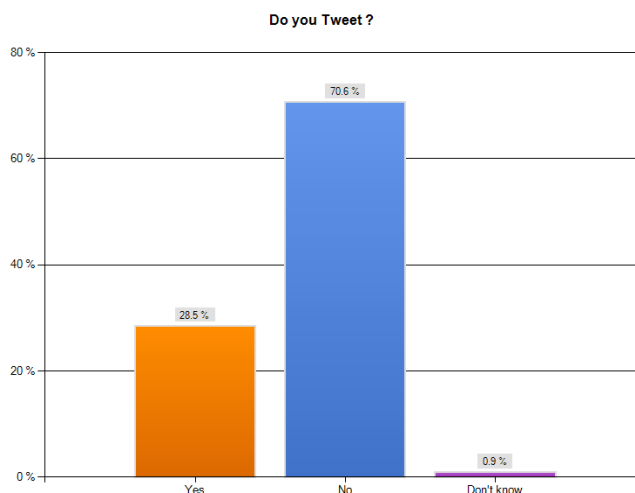
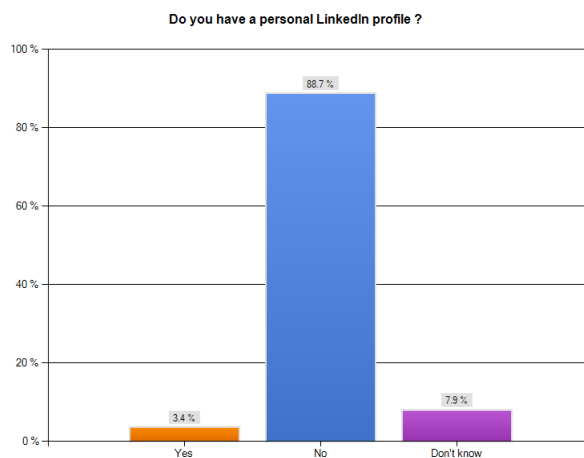
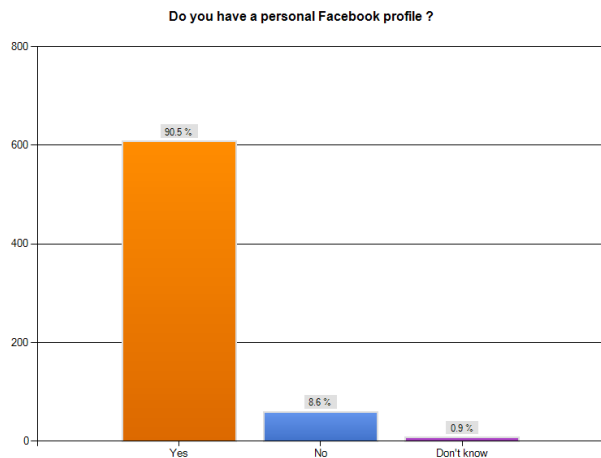


78.5% of corporate respondents have Facebook profiles

32.1% of corporate respondents Tweet

95% of corporate respondents have LinkedIn profiles

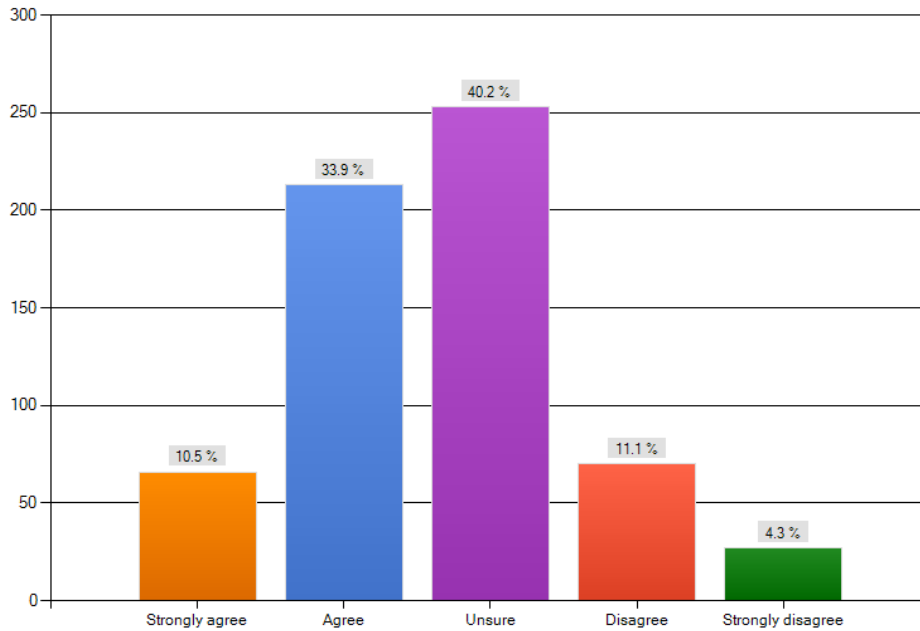
School Respondent Social Networking Adoption



90.5% of participating school students have Facebook profiles, **42%** have had MySpace and/or Bebo profiles, 'only' **28.5%** Tweet by comparison, and **only 3.4%** have identified the benefits of creating a LinkedIn profile

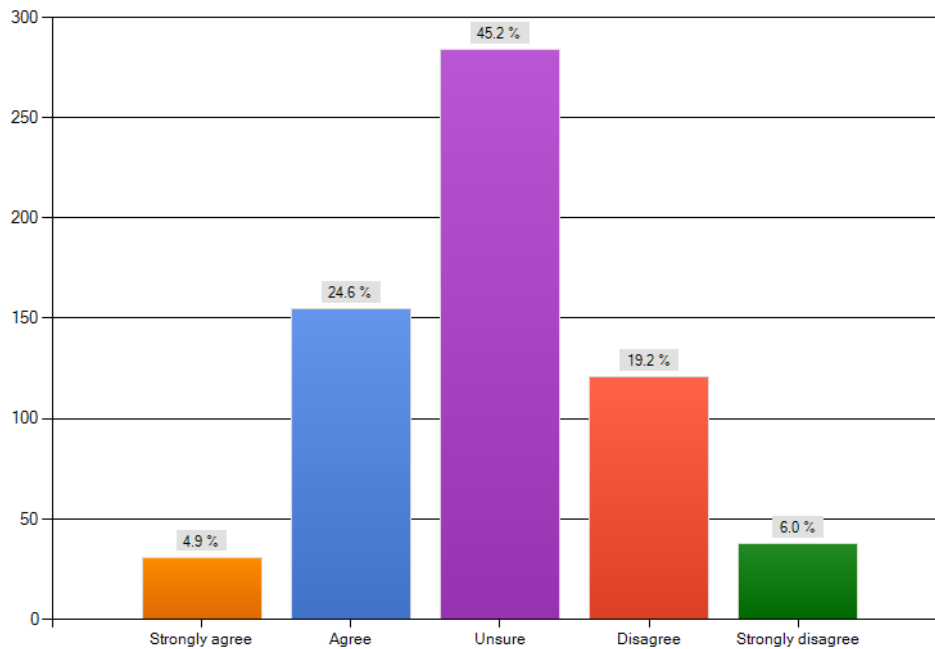
School Respondent views on Social Networking Impact

To what extent do you agree that social networking sites like Facebook should be used for encouraging creativity ?



40.2% of participating school students don't know whether social networking sites should be used for encouraging creativity, whereas **44.4%** do advocate this

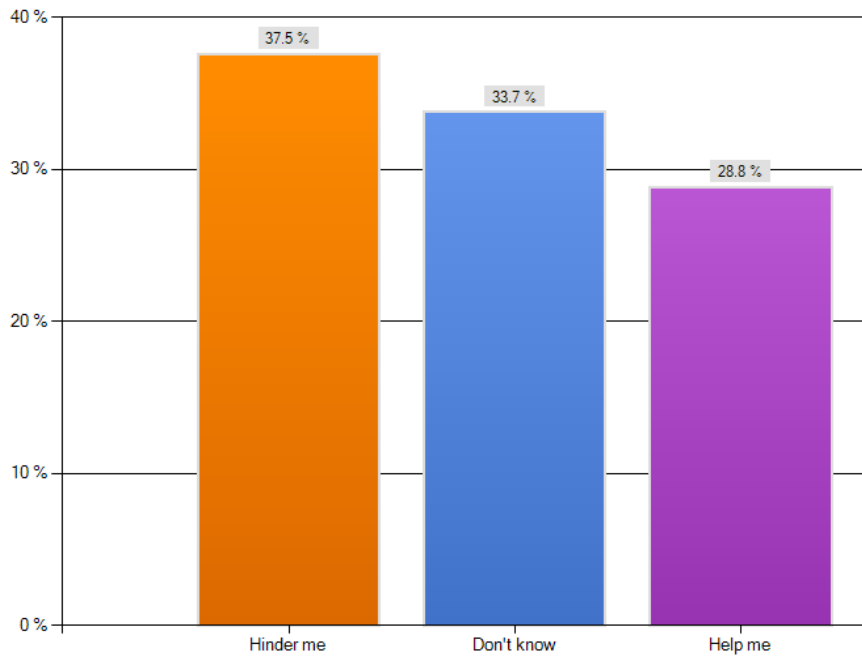
Though you are still studying, to what extent do you agree that social networking sites should be used by employers for encouraging creativity in workplaces?



45.2% of participating school students don't know whether social networking sites should be used by employers for encouraging workplace creativity, whereas **29.5%** do believe so

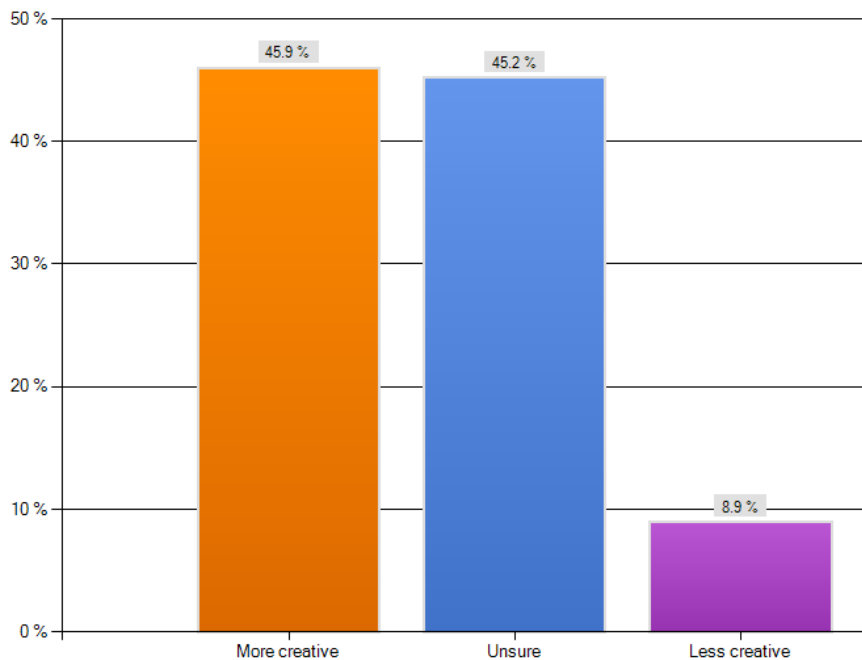
School Respondent views on Social Networking Impact

Do you feel that social networking sites like Facebook and YouTube hinder you or help you to get things done ?



37.5% of participating school students believe that social networking hinders them getting things done, whereas **33.7%** don't know. **28.8%** think it helps them get things done

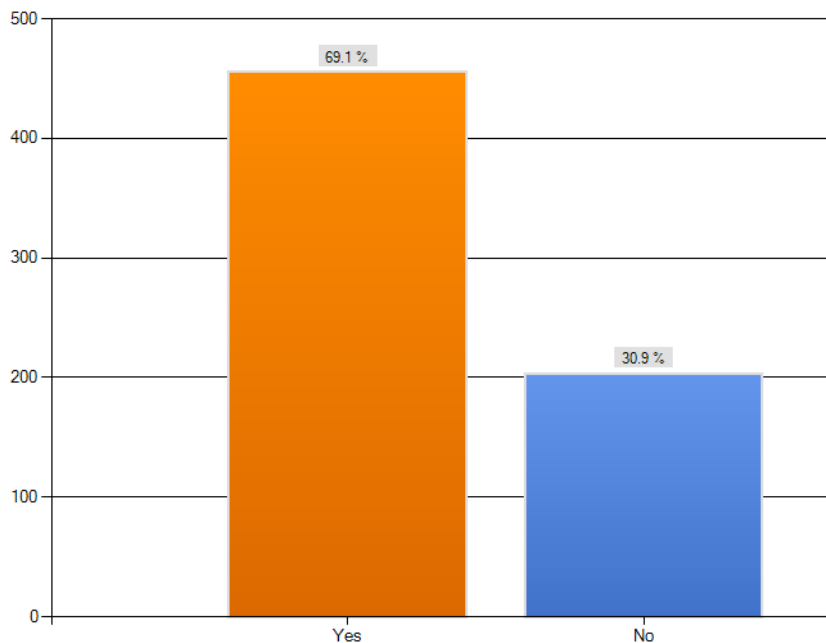
Do you feel that social network sites like Facebook and YouTube have made you less or more creative ?



45.9% of participating school students believe that social networking makes them more creative, with **45.2%** unsure. Only **8.9%** think it makes them less creative

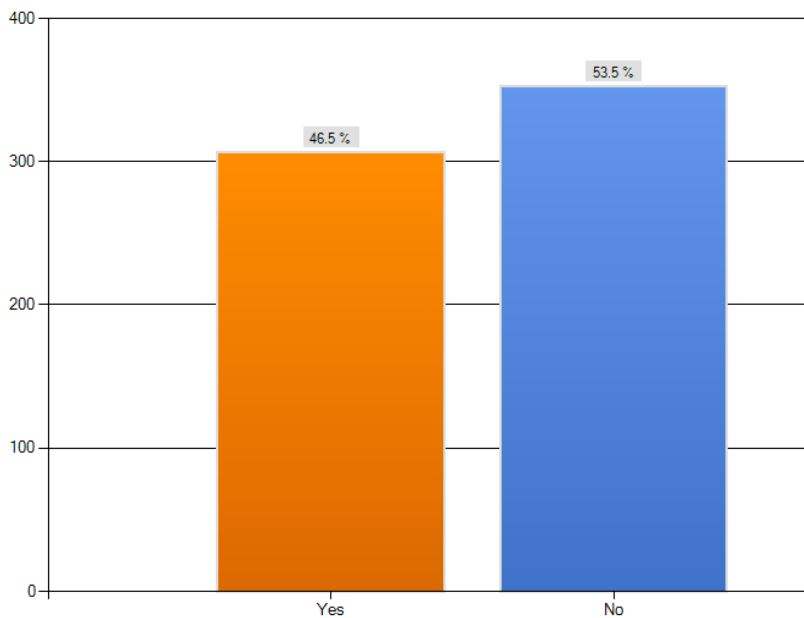
School Respondent views on Social Networking Impact

Do you use social networking sites like Facebook as a tool to contact your friends to help you with homework and school/college assignments ?



69.1% (2/3) of participating school students use social networking sites as a tool to connect to friends for assistance with homework and school / college assignments

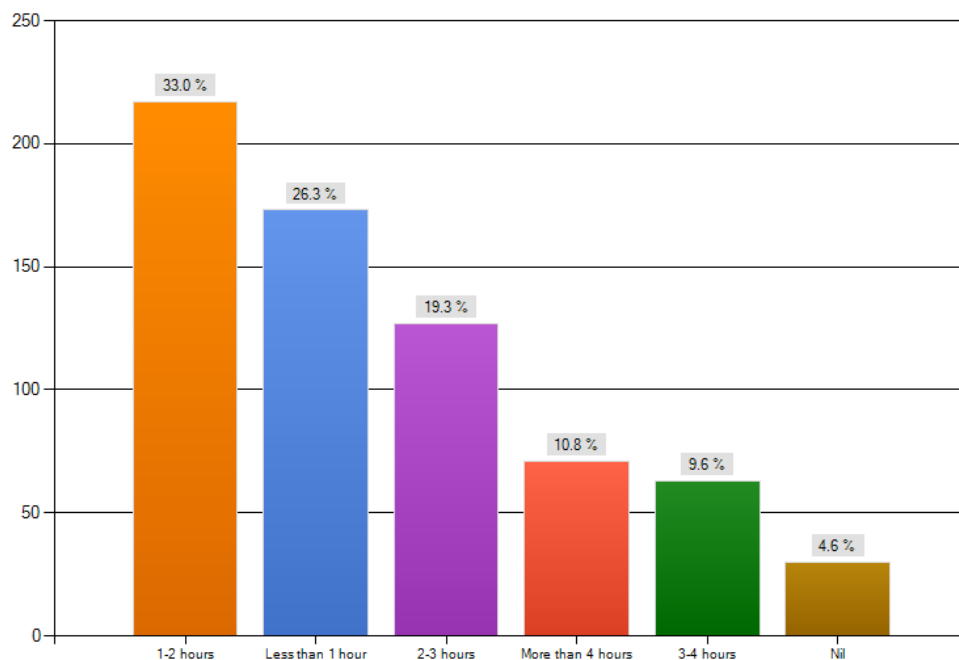
Have you collaborated on a project with friends using social networking sites like Facebook or YouTube, eg. a school or club project, making a music video, etc.



46.5% of participating school students have collaborated on a project (eg. a school or club project, making a music video, etc.) with friends using social networking

School Respondent use of Internet & Social Networking

Approximately how many hours per day do you spend on social networking sites like Facebook, Twitter, Xing, Plaxo, LinkedIn, YouTube, Vimeo, etc ?



72.7% of participating school students spend 1 or more hours per day on social networking sites, with **20.4%** spending 3 or more hours a day on social networking sites.

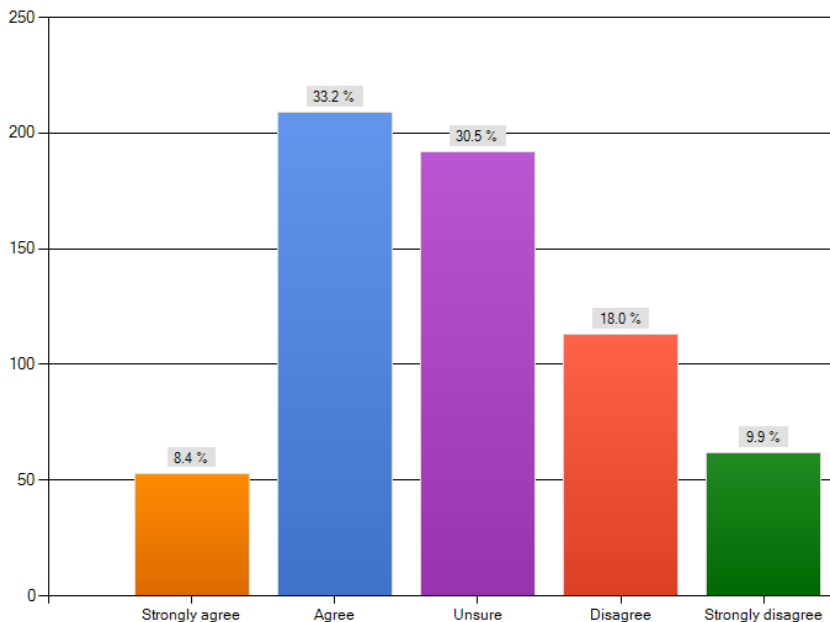
(Note – there was some overlap in responses for this question wrt never using social networking (4.6%) and using social networking less than 1 our per day (26.3%), which led to a 3.6% statistical error)

Much school respondent social networking activity broadly comprises chatting, uploading and looking at pictures.

What do you do more and less online?						
Answer Options	More often	Often	Less often	N/A	Rating Average	Response Count
Chat to my mates' online	296	236	96	28	1.68	656
Upload pictures online	63	203	315	73	2.43	654
Look at my mates' pictures online	83	249	260	61	2.30	653
Make and upload videos online	27	39	298	288	2.74	652
Watch videos my mates have made online	24	128	339	162	2.64	653
<i>answered question</i>						658
<i>skipped question</i>						13

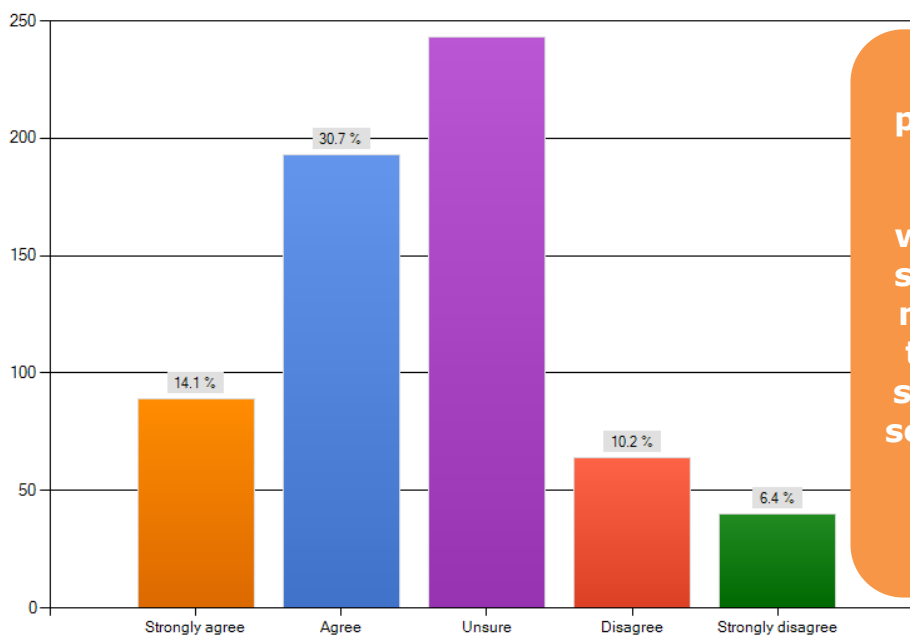
School Respondents' embracing School Social Networking

Would you visit a school social media site (like a Facebook page) if your school kept it up-to-date with school news and events ?



41.6% of participating school students would visit a school social media site if it is kept up to date with school news and events. **30.5%** have yet to make up their minds

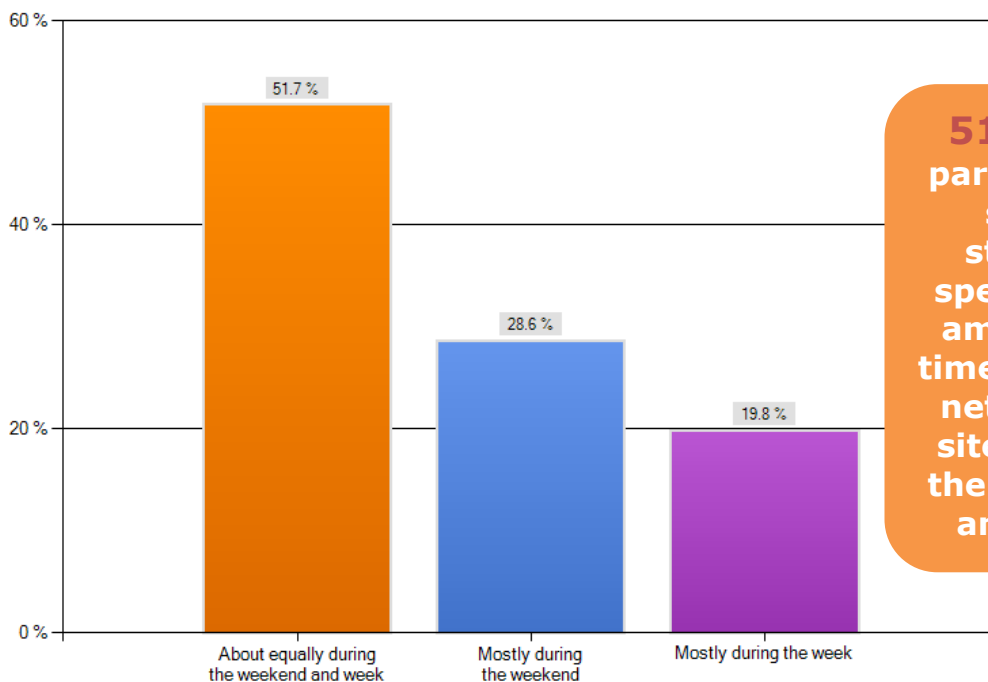
Would you visit a school social media site (like a Facebook page) if you could be sure that the school cannot see your profile and updates ?



44.8% of participating school students would visit a school social media site if they can be sure that the school cannot see their profile and updates

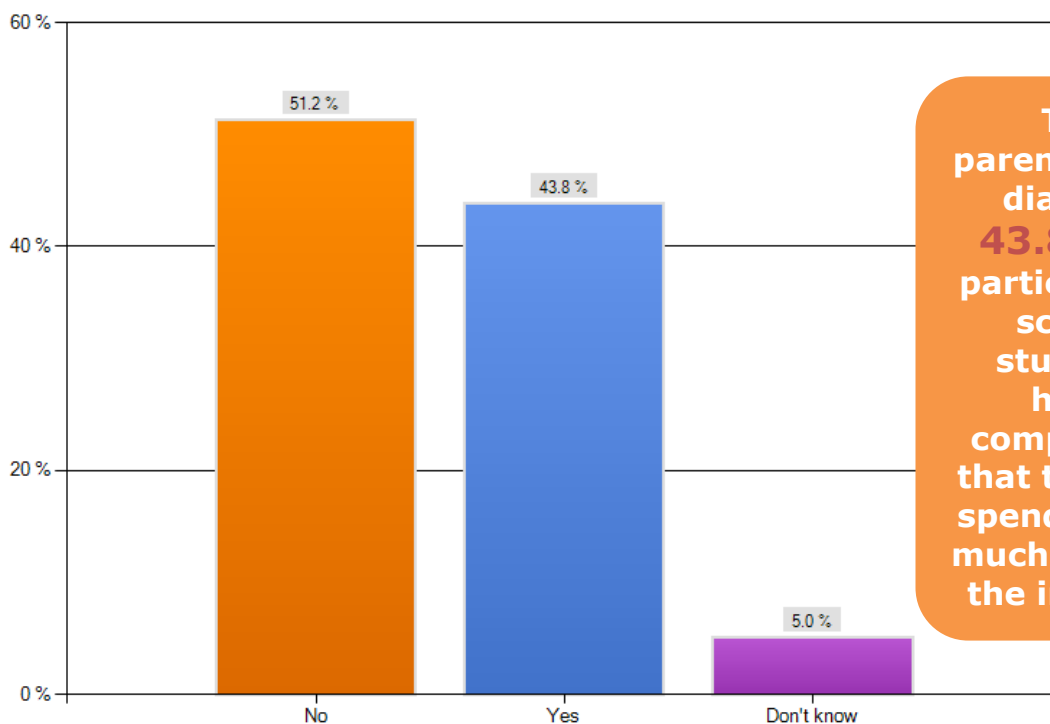
Parental Response

Do you spend most of your time on these sites during the weekend, during the week, or about equally during the weekend and week ?



51.7% of participating school students spend equal amounts of time on social networking sites during the weekend and week

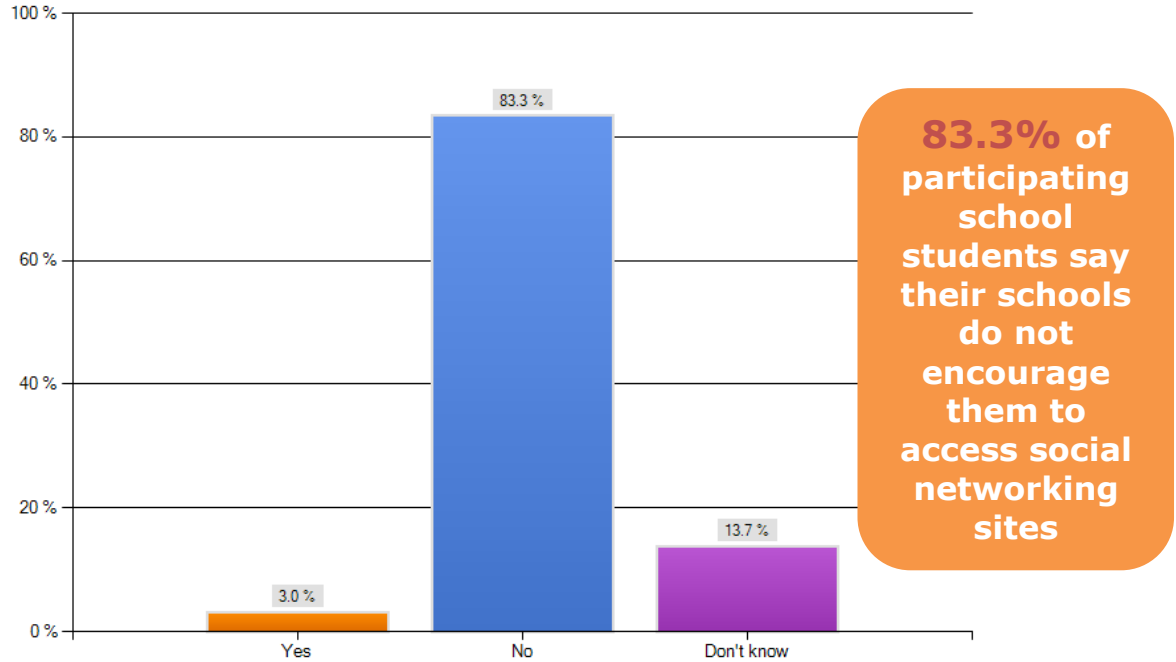
Have your parents/guardians ever complained that you are spending too much time on the internet ?



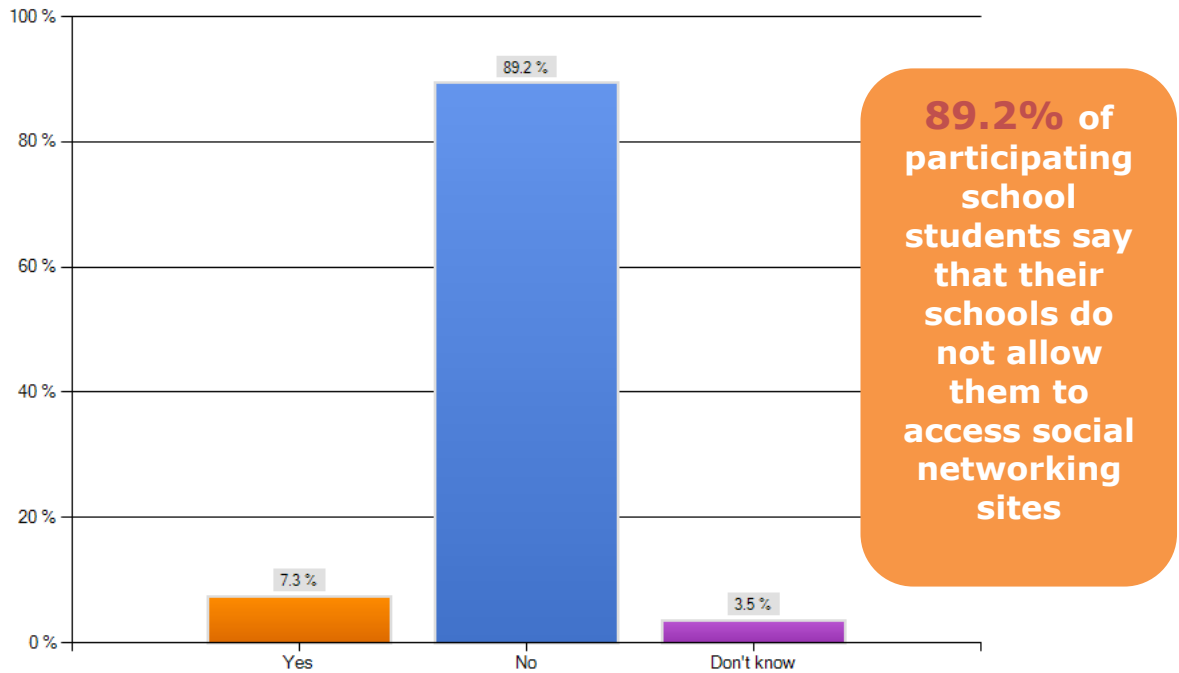
The parents/guardians of **43.8%** of participating school students have complained that they are spending too much time on the internet

Schools Response

Does your school encourage you to access social networking sites like Facebook, Twitter, Xing, Plaxo, LinkedIn, YouTube, Vimeo, etc ?

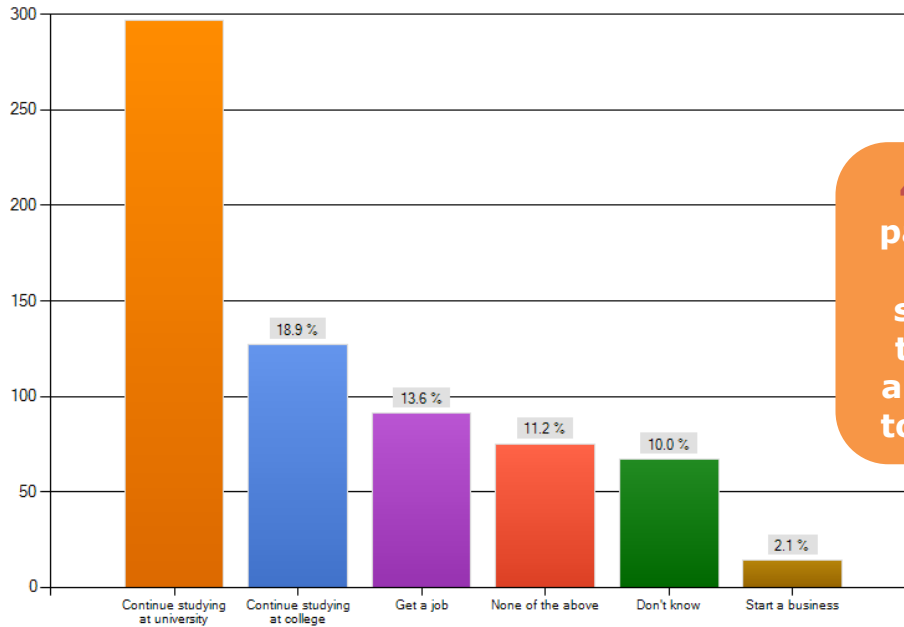


Does your school allow you to access social networking sites like Facebook, Twitter, Xing, Plaxo, LinkedIn, YouTube, Vimeo, etc ?



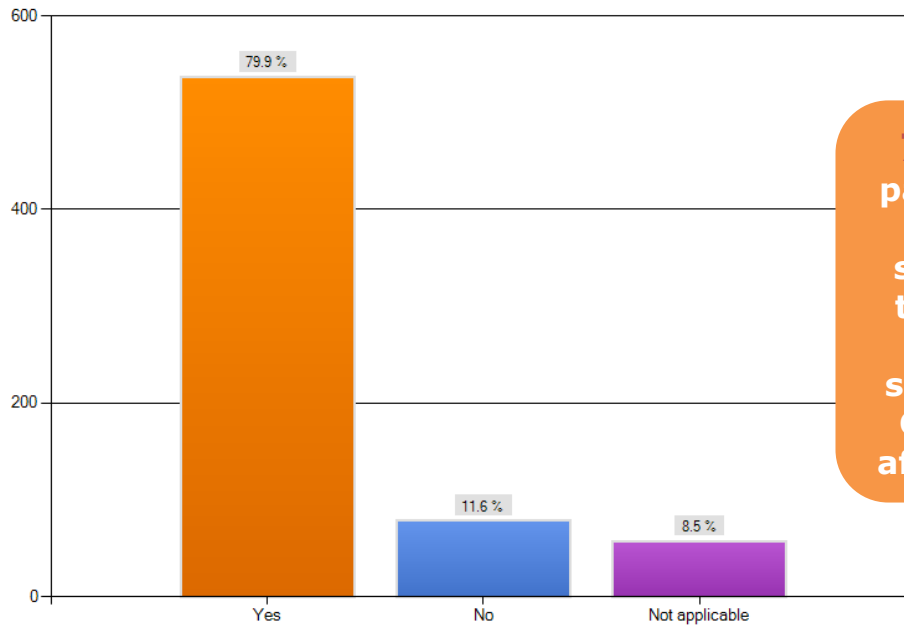
School Respondent Demographics

If your answer was 'no' to question 3, what do you plan to do when you finish school/your current college course?



44.2% of participating school students in this survey are going on to university

Do you intend to study above GCSE level after year 11? (Only applies to UK school students - please say 'not applicable' if this does not apply to you.)



79.9% of participating school students in this survey intend to study above GCSE level after year 11

Survey Headlines

Working people and school going students both reflect close to 100% Facebook penetration, whilst LinkedIn is solidly established as the recognised professional social networking facility. (Level of penetration obviously not being an indicator of level of activity, which in many cases will be very small, i.e. rudimentary presence on Facebook or LinkedIn)

Organisation results:

The penetration of social networking is such that 62% of organisations have a Social Networking Policy, 53.7% of organisations have **Facebook** profiles, 51.6% have **Twitter** profiles and 47.3% have **LinkedIn** profiles.

So what? : Employers have broadly achieved critical mass on the adoption of social networking policy (internal protection) and practice (projecting the organisation externally). Recognising the potential impactfulness of social networking penetration on the development of innovative and inclusive staff engagement strategies may become crucial.

46.7% of employers have experienced problems with staff social network profiles, of which 28.9% have resulted in a minor disciplinary issue and 8% have resulted in a major disciplinary issue, while 6.4% of employers report that staff social network profiles have adversely impacted staff promotion or internal redeployment opportunities.

So what? : Engaging staff transparently in an ongoing conversation about what constitutes helpful and unhelpful social networking activity may become important.

Regarding the penetration of social networking as a new recruitment channel, 53% of employers use LinkedIn for recruitment purposes, whereas 71.1% of employers always or sometimes search the online profile of applicants during the recruitment process before employing them.

So what? : The potential impact of online profiles on recruitment decisions is here to stay. Online profiles give others an unprecedented insight into who we are – at least what we and others reflect about us online ... ensuring that these profiles are authentic to the image / personal brand we want to display to potential employers (*and of course, to other stakeholders in our lives*) will become ever more crucial. Any 'sins of the past' may also require a 'treatment'.

Importantly, 63% of organisations agree or strongly agree that social networking should be embraced by employers for improving **staff communication**, 64.8% of organisations agree or strongly agree that social networking should be embraced by employers for encouraging **team collaboration**, and 76.5% of organisations agree or strongly agree that social networking should be embraced by employers for **engaging** their staff.

So what? : Intuitively employers get it – the massive potential of harnessing social networking for effective staff communication, team collaboration and staff engagement! The next task is to unlock the capacity of organisations to quickly embrace and absorb the benefits of this powerful new communications paradigm.

To this end, 45.6% of organisations *encourage* staff to use social networking sites for work purposes, though 60.6% of employers do not know whether the use of social networking sites during work time lowers or raises productivity

So what? : It will pay to start an open conversation with staff and stakeholder groups across organisations about how to harness the value of social networking for best impact on the outputs of individuals, teams and stakeholder groups.

School results:

90.5% of participating school students have **Facebook** profiles, 42% have had **MySpace** and/or **Bebo** profiles, 'only' 28.5% **Tweet** by comparison, and only 3.4% have identified the benefits of creating a **LinkedIn** profile.

So what? : These are useful statistics for teachers and schools careers advisors to draw their own conclusions. Clearly, at this stage, the potential benefits of professional online networking facilities, (best represented by LinkedIn in the UK, Xing in Germany, etc) for developing a 'business-focused' online personal brand identity visible to potential recruiters and employers are not yet recognised. It will be interesting to compare this level of penetration of LinkedIn with that of college, bachelor degree and postgraduate degree students.

72.7% of participating school students spends 1 or more hours per day on social networking sites, with 20.4% spending 3 or more hours a day on social networking sites.

So what? : Effectively competing for bandwidth during this significant personal time investment in social networking will be of ever increasing value to educators, recruiters and employers. *Winning targeted, authentic social networking bandwidth will be a target of forward thinking employers.*

69.1% (2/3) of participating school students use social networking sites as a tool to connect to friends for assistance with **homework and school / college assignments**

So what? : This generation hugely benefits from an open mindedness and pragmatism around requesting and obtaining immediate access to assistance from social networking 'friends' and contacts. Notwithstanding any distractions resulting from over-reliance on 'asking friends for help'; the potential implications for dramatically speeding up problem solving, and for benefiting from diverse inputs in the completion of project management tasks are massive.

Channelling this power carefully may be a new area for high impact learning and effectiveness training in education and in business. Business already has access to powerful and easily accessible project management collaboration tools like MSProject and Sharepoint. Building the behaviours to best leverage this power will become key as everything continues to speed up in organisations.

46.5% of participating school students have collaborated on a project (eg. a school or club project, making a music video, etc.) with friends using social networking

So what? : School students very likely have an intuitive head start, and we can learn from them. Conversations between educators, students and organisations about what each can learn from the other are key. For more information, please contact: David Wallace at WallaceD@hillview.kent.sch.uk

45.9% of participating school students believe that social networking makes them more creative, with 45.2% unsure. Only 8.9% think it makes them less creative

So what? : Broadly speaking, there is an appreciation by younger people that social networking adds rather than limits creativity. The jury may be out on this, but this is a view that is worth exploring further within businesses that value creative outputs. *How to best channel social networking technologies and adoptive behaviours to improve creative outputs?*

37.5% of participating school students believe that social networking hinders them getting things done, whereas 33.7% don't know. Only 28.8% think it helps them get things done – a statistic worth noting.

So what? : Younger people appear to hold balanced views about the impact of social networking on their effectiveness; there is a clear recognition of potential negative impacts of social networking.

89.2% of participating school students say that their schools do not allow them to access social networking sites, though 41.6% of participating school students would visit a school social media site if it is kept up to date with school news and events, whereas 30.5% have yet to make up their minds.

Lots more work needs to be done to generate further stakeholder research, data and & dialogue between students, educators & employers to better understand how to embrace social media for workplace collaboration, creativity, communication & engagement.

So what? : These are useful statistics for teachers and schools careers advisors to draw their own conclusions.

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72.7% of participating school students spend 1 or more hours per day on social networking sites, with 20.4% spending 3 or more hours a day on social networking sites.

Conclusions

There has been a healthy interest by educators to prepare school students for the world of work and start a dialogue with employers.

Employers are up at the policy level but down at understanding the potential impact of social networking on the engagement and general effectiveness of the future workforce.

What HDA does

We help employees:

- Perform better in their current role
- Fit better within their organisation
- Transition successfully into a new role

HDA internationally

HDA is a founder member and shareholder of CareerNet International, see:



(<http://www.careernet-international.org/>), a UK registered company which has been operating for over 15 years.

Acknowledgements

1. Special acknowledgement to David Wallace at Hillview School for Girls, for coordinating the schools surveys.

Hillview is seeking to work collaboratively with companies who can help with input on developing employee skills fit for the 21st Century.

For more information, please contact: WallaceD@hillview.kent.sch.uk



2. Acknowledgement to Executive Grapevine for posting a link to the HDA survey for its online readers.



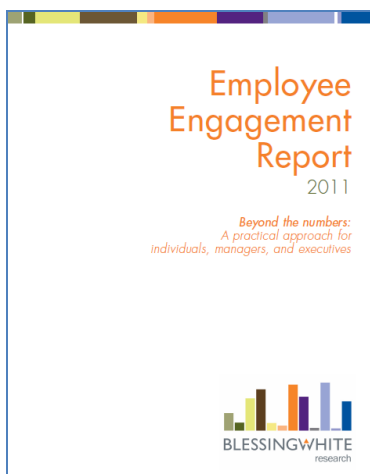
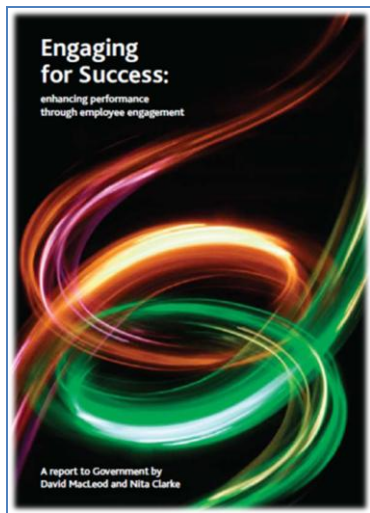
3. Acknowledgement to Cripps, Harries Hall Law Partnership for mail shooting its clients with details of the HDA survey.



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Recommended Reading



More Information

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More on Clayton Glen at:



More on HDA Associates Ltd at:



Appendix 1: 2011 World Economic Forum Quotes

“The millennials, a generation born digital, are completely at ease with technology and will have a much stronger impact on social behaviour than we currently assume. As they enter the workforce, they represent a huge engine of transformation for every institution – public and private.” *

Klaus Schwab, Founder and Executive Chairman, World Economic Forum, 2010

“Domestic identity of people is going to decrease. Look at what our children are doing online, how they communicate worldwide. Virtual mobility will be huge in the future.” *

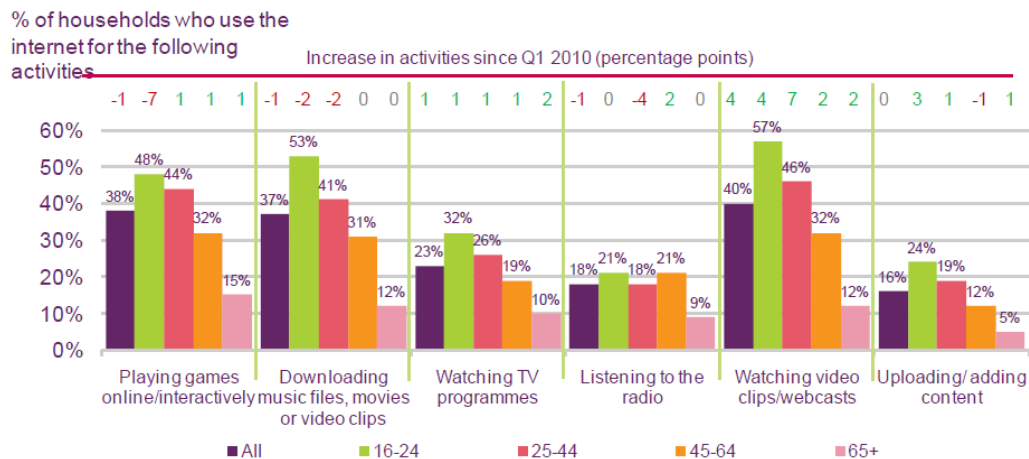
James H. Wall, Global Managing Director, Talent Solutions and Chief Diversity Officer, Deloitte, 2010

* From: **World Economic Forum: Global Talent Risk – Seven Responses** (analysing projected talent shortages by 2020 and 2030 in 25 countries, 13 industries and 9 occupational clusters) – January 2011

Appendix 2: 2011 Ofcom Quotes

- **An increasing number of internet users are creating content.** In 2010, 54% of internet users said they had a social networking profile (up from 44% in 2009), 53% said they had uploaded photos (up from 49%) and 17% said they had uploaded a video (up from 11%)
- **Google has the largest reach, Facebook leads by time spent...** with 79% of active internet users visiting its homepage, averaging 133 visits in April 2011. Facebook was easily the most popular website in terms of time spent on PCs, accounting for 169 million hours in April 2011 (more than two-and-a-half hours for every person in the UK), ahead of eBay (30 million hours) Google (28 million hours) and YouTube (22 million hours).
- Over a quarter (27%) of UK adults are smartphone users...
- Almost half (47%) of all teens (aged 12-15) have a smartphone.

Figure 4.32 Engagement with online media content, by age



- Smartphones are ... affecting people's other activities. Over half of all adult smartphone users (55%) and two-thirds of teens (68%) claim to be doing another activity less, now that they have a smartphone.

