

# Management Focus

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# Welcome to Management Focus

... and welcome to the July/August issue.

A great deal of learning takes place on-demand, at the point of need. Organizations can do their best to satisfy the needs of employees for on-demand information but they will rarely be able to cover it all on a top-down basis. Our latest issue of *Management Matters* discusses the role that social media can play in maximizing collaborative workplace learning.

Continuing with the subject of social media, our featured article illustrates how not to use Facebook. At the time of writing, it is estimated that Facebook has over 900 million active users, making it the most visited site on the Internet. Organizations setting up company profiles in their tens of thousands have seen the immediate benefits, such as establishing a rapport with existing and potential clients, educating customers by posting research data and relevant articles, and informing customers of upcoming corporate events.

But what happens when company criticism disrupts or develops from these brand conversations, commandeering companies' Facebook pages and open-posting platforms? Read this article to learn from Nestlé's social media nightmare and discover seven steps that your business can employ to reduce the effects of a social media crisis.

Professor Appleby was, until recently, the National Director for Mental Health in England where he spearheaded the 10-year programme of reform to England's mental health services following the National Service Framework for Mental Health. In this interview Graham Durcan, Associate Director at the Centre for Mental Health in London, asked Professor Appleby to reflect on his time as National Director for Mental Health.

Remember, log on to our website at: <http://first.emeraldinsight.com> to expand on the topics highlighted in this issue of *Management Focus*.

Best wishes,

Debbie Hepton

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# Management Matters

Incisive commentary on topical business issues

## Does social media have a place in workplace learning?

**W**hen it comes to media technologies, corporate behaviour tends to follow what happens outside work, not the other way round. When videocassette recorders became commonplace in the home back in the 1980s, chief executives soon realized the potential of video for employee communications. As the World Wide Web took off in the mid-1990s, it did not take long for companies to spot the opportunities for e-commerce. Similarly, as executives watch their children network frantically with hundreds of “friends” online with such obvious relish (that is if they are not doing it themselves), thoughts are bound to turn to the opportunities for social media at work.

It is understandable that managers would be a little anxious about the prospect that their employees will spend a good proportion of their several Facebook hours per month in work time. But similar anxieties have been expressed before about the telephone, e-mail, even spreadsheets. As Jason Fried and David Heinemeier Hansson point out in their book *Rework*, “What do you gain if you ban employees from, say, visiting a social-networking site or watching YouTube while at work? You gain nothing. That time doesn’t magically convert to work. They’ll just find some other diversion.” Even if you ban social media at work it will not stop employees using them unless you also ban mobile phones. More than half of all Internet access on mobile phones is on Facebook.

One aspect of our working lives in which collaboration plays an important role is learning. So much of what we learn comes through mutual problem-solving and the sharing of experience. But if you do not benefit from working within the same four walls as your peers, then

in the past your opportunities for collaboration were limited to the occasional – and expensive – face-to-face event. Social media have the potential to maximize collaborative learning, not just now and then but on an on-going basis, and at a time and place of your own choosing.

Many organizations are already benefiting from using forums to discuss issues and share ideas, blogs as learning journals, wikis as a focus for group collaborative projects, not to mention use of podcasts and videos as a means for sharing research. Another example is the use of online communities of practice to share new ideas and debate issues. Those in more of a hurry might now use micro-blogging services such as Twitter and Yammer to quickly update peers on new developments.

A great deal of learning takes place on-demand, at the point of need. Organizations can do their best to satisfy the needs of employees for on-demand information but they will rarely be able to cover it all on a top-down basis.

Learning at work is as much about “learning from” as it is “learning to”. We learn through our own experiences and the experiences of those around us, but only if we make a conscious effort to reflect.

**This is adapted from “Does social media have a place in workplace learning?”, which originally appeared in *Strategic Direction*, Volume 27 Number 2, 2011.**

**The author is Clive Shepherd, Director, Onlignment based in Brighton, UK.**

**“More than half of all Internet access on mobile phones is on Facebook.”**



# How not to use Facebook: lessons in corporate communication

**F**acebook is a web-based social utility that was designed to facilitate efficient communication between family, friends and co-workers. Several years later, total membership is estimated to be over 900 million active users, making Facebook the most visited site on the Internet.

In 2006, Facebook invited ten elite companies, including Apple, Amazon.com and Electronic Arts, to set up company profiles, and a year later, they extended the invitation to all companies, tens of thousands of whom saw immediate benefits and logged in. And what benefits they are. A company on Facebook can:

- establish a rapport with existing and potential clients;
- post sales information, promotions, new product announcements and promote those products with engaging drawings and giveaways; and
- educate its customers by posting research data and relevant articles, encouraging followers to donate to a supported cause, and informing customers of upcoming corporate events.

But what happens when company criticism disrupts or develops from these brand conversations, commandeering companies' Facebook pages and open-posting platform?

## Nestlé's nightmare: the dark side of social media

Bad news travels fast. Human brains have evolved to heavily weigh negative input in order to dodge dangers and keep out of harm's way. Negative complaints, personal insults or incriminating gossip make far bigger impacts on us than do positive comments, and given the right environment, have the ability to spread like wildfire.

Nestlé is the world's largest food company. It currently employs over 280,000 people, and "with a focus on nutrition, health and wellness," it takes in \$126 billion of revenue annually and operates in 86 countries.

**“Negative complaints, personal insults or incriminating gossip make far bigger impacts on us than do positive comments ...”**

In 2010, Nestlé failed to effectively manage its Facebook page and entered into a full-blown social media meltdown in a matter of minutes.

The crisis began when Greenpeace, a non-governmental environmental organization, mobilized critics in an online protest. Greenpeace released "Caught red handed: how Nestlé's use of palm oil is having a devastating impact on rainforest, the climate and orangutans", a report alleging that Nestlé's palm oil supplier was illegally deforesting the rainforests of Indonesia.

Greenpeace then launched a web video campaign targeting the company as a threat to the extinction of orangutans. The video, "Have a Break," which would eventually receive over 1.5 million YouTube hits, was quickly removed upon initial upload to the site. Nestlé allegedly removed the video due to "copyright claims". This marked Nestlé's first move at online censorship.

In the wake of Nestlé's resistance, Greenpeace intensified its campaign by strategically calling on supporters to publicly speak out against Nestlé via social media platforms. Several spin-off videos were subsequently uploaded to YouTube.

Greenpeace even encouraged activists to "wear your support on your sleeve" and adopt a Kit Kat "killer" logo, orangutans, or a rainforest as one's profile picture, while they urged Nestlé to change its ways on their Walls.

This steady stream of pressure over the two-month Kit Kat campaign was apparently effective, when Nestlé finally announced a break for the orangutan – as well as Indonesian rainforests and peat lands – by committing to stop using products that come from rainforest destruction.

**“Nestlé failed to effectively manage its Facebook page and entered into a full-blown social media meltdown in a matter of minutes.”**



## Fanning the flames

Yet, Nestlé then chose to further escalate tension by, once again, censoring critics and removing posts from fans who had the Kit Kat “killer” logo as their profile picture. The response, quite predictably, was defiant as users ramped up their logo abuse and rhetoric.

Nestlé’s Facebook moderator reacted by deploying a string of emotionally immature banter, laced with a sarcastic tone that fanned the flames, instead of actually addressing the concerns. As the furore began to snowball, the moderator eventually capitulated, admitting that the attempted photo censorship was a mistake and apologized “for being rude.”

Nestlé’s social media situation worsened with every comment posted. The raw emotion, first sprung from concern about the earth and its animals, was escalated by Nestlé’s moderator’s apathetic, snark and “rude” treatment. Not only did Nestlé’s Facebook fans experience the company’s business practices as preying on the defenseless, they experienced its social media practices to be retaliatory and bullying.

Had Nestlé been prepared with a robust social media strategy, Greenpeace’s campaign may have been met with a listening ear and a professional tone. The opinions and emotion expressed by critics may have been quickly dissipated had the Nestlé staffers allowed critics to voice their fears and concerns openly.

By leaving the door open to all, as Facebook encourages, the company must be prepared to manage a medium where all voices will be present.

## Steps for success

Here are seven steps that businesses can employ to help reduce the ramifications of a Facebook social media crisis:

- 1. Have a team in place.** Although many companies have transitioned to relying on social media as a means of marketing, social media duties are still not “owned” by anyone. Social media teams should be formed from selecting people from all business units and corporate functions and incorporating social media into their job descriptions. The company will be better prepared to rectify situations and can carry their messages across all operational disciplines.
- 2. Track company mentions on the internet.** By using basic reputation-tracking tools, like Google alerts, companies become aware of problems as soon as they occur and generate buzz. It is also important for companies to monitor daily activity on their Facebook pages so that they are aware of crises or negativity as they unfold.
- 3. Act quickly.** The longer companies take to compose their response strategy, the longer the list of indignant wall postings. It is imperative that companies take swift action, rather than spend hours debating verbiage and strategy. A good social media plan will include deliberate actions for various situations that can be quickly implemented.
- 4. Manage ongoing dialogue.** Two-way conversations fuelled Facebook’s rapid rise in popularity. In times of crisis, companies must use Facebook to join the conversation and speak in a voice that matches that of the company.



- 5. Take responsibility.** Apologize, apologize, apologize, even if the company is not directly to blame. If a complaint ends up on a company’s wall, the company is perceived to have directly caused the problem, fans want to hear companies take responsibility and admit that they messed up.
- 6. Fix the situation.** Use Facebook as a venue to communicate what is being done to correct the situation, address how the company has fixed the problem, and ensure that it will never happen again.
- 7. Move on.** Companies can direct complaints or discussions to different websites in order to mitigate wall clutter and return to the normal posting schedule with the next topic. This will help to give a voice to those who were unaffected by the crisis or found the company’s apologies to be honest, transparent and sufficient.

Although many businesses have crisis management plans, few companies actually have social media crisis management plans in place. Such a plan can be instrumental in knowing how to deal with situations ranging from an overblown customer complaint to true business disasters, such as product failures, recalls and employee indiscretions.

Creating a plan should be essential to every business as Facebook becomes increasingly important to corporate communications strategies.

**“Although, many businesses have crisis management plans, few companies actually have social media crisis management plans in place.”**

This is a shortened version of “[Corporate Facebook pages: when ‘fans’ attack](#)”, which originally appeared in *Journal of Business Strategy*, Volume 33 Number 2, 2012.

The authors are Valerie Champoux, Julia Durgée and Lauren McGlynn.

# An interview with



## Professor Louis Appleby

Interview by Graham Durcan, Associate Director, Centre for Mental Health, London, UK

### Dual diagnosis

**P**rofessor Appleby was, until recently, the National Director for Mental Health in England where he spearheaded the 10-year programme of reform to England's mental health services following the National Service Framework for Mental Health (Department of Health, 1999).

He also heads the National Confidential Inquiry into Suicide and Homicide by People with Mental Illness, and is Professor of Psychiatry at the University of Manchester and an honorary consultant psychiatrist in Manchester.

In this interview Graham asked Professor Appleby to reflect on his time as National Director for Mental Health and in particular the reforms to services for people with concurrent mental health and substance misuse problems.

**Q** What do you see as being the progress made over this past decade of reform to mental health services in working with people with "dual diagnosis"?

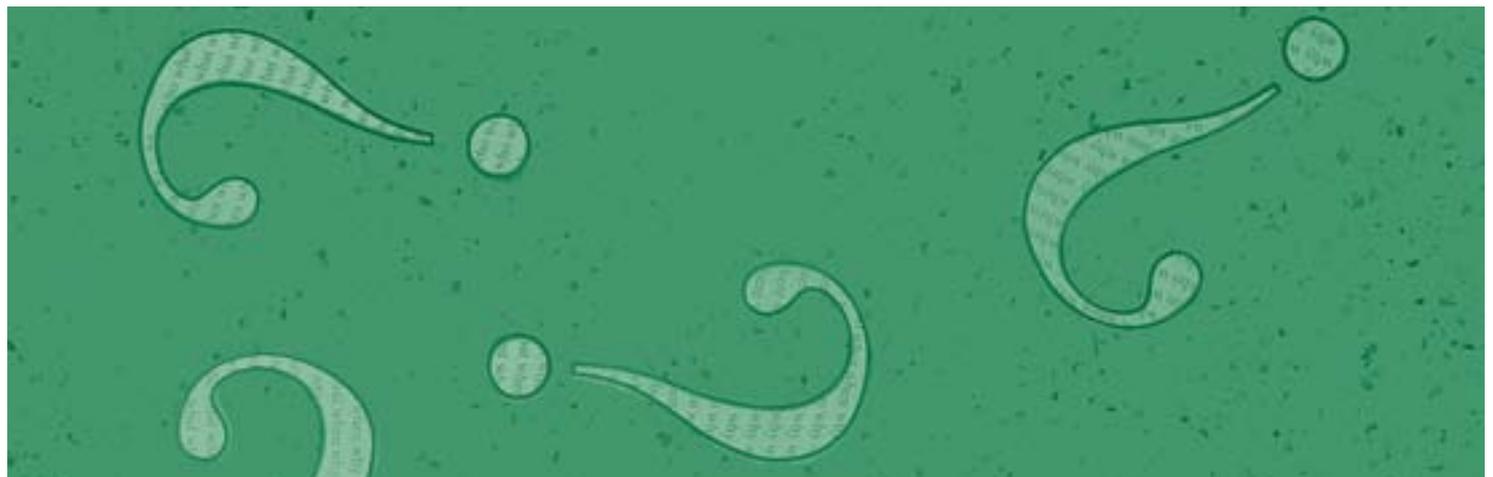
At the time we embarked on the reforms, dual diagnosis was the main and most challenging clinical problem. We were hampered in addressing it as there really was not a great deal of research evidence. It wasn't a hidden problem, but it was a problem that was relatively under-addressed.

We attempted to tackle this with the dual diagnosis guidance document in 2002 (Department of Health, 2002). What I think this guidance contributed was highlighting the issue and acknowledging the extent of the problem in clinical practice in a way that I think reflected what was the clinician's, service users' and their families' experience. It made the best of a relatively thin evidence base and sometimes when you have a thin evidence base it can be difficult to get the detail right. But I think that because we went for some basic principles it has had an enduring effect; even now, if I'm giving a talk to people working in the dual diagnosis field I will still go back to that document, because I think it was the clearest statement of what a user of our services should expect.

I don't think it has resolved the problem, but if you place it alongside the introduction of nurse consultants in dual diagnosis, the research evidence having got better, the rollout of assertive outreach teams and greater attendance to prison mental health care, then I think the guidance has had an impact.

**Q** Can you say something more broadly about your achievements as National Director?

The number one achievement over the last 10 years has been the reform of community care and that's exactly as it should be, because that was the main task we were given at the time of the National Service Framework (NSF) (Department of Health, 1999) and NHS Plan (Department of Health, 2000). Community care policy up to that point was perceived as having failed, so I and my colleagues set



# Featured interview

about trying to redesign community services in a way which would address the weaknesses that people were pointing to. It was a very deliberate plan to take an area of weakness, and say we can have a specialist services department in this area, which would lead to improvement. And in this case, it was thought that the aftercare of people with complex needs who were drifting out of services was a key area to address. We believed that we didn't have enough alternatives to hospital admission. We thought that people's first contact with services was often too late. This led to three innovations: assertive outreach teams; crisis resolution teams; and early intervention teams. These innovations to community care were the heart of the reforms.

**“The number one achievement over the last 10 years has been the reform of community care ...”**

Another important development was modern treatments. When I started in psychiatry, if I were to prescribe antipsychotic drugs I had to write to my local health authority for permission and there was a financial cap on use of the drugs. Things have changed, knowledge and prescribing practice have changed. A combination of responding to service user preference and clinicians responding and clinical guidance, has meant there's a major change in the way people with psychosis are treated. If you put that alongside the IAPT (Improving Access to Psychological Therapies) programme (Department of Health, 2008), which is introducing CBT (cognitive behavioural therapy) across the country, that is a very radical difference in the treatments that people can access.

The next significant reform is in inpatient care. Although a much maligned area of the system, the improvement in care in so many units across the country is to be celebrated. Refurbished units are widespread, and there are many good and properly designed units – the right place for people to recover and provide asylum in the best sense of the word. And they're much safer, we know now that patient suicides have more or less halved over the period of the reforms. They are also much more congenial and therapeutic places. And of course, they are smoke-free. The ban on smoking was really important. The image of the psychiatric ward as the 'smoking den' is gone and that can only be good for people who stay there and people who work there too.

I should emphasise the low suicide rate as an achievement in its own right, which is the lowest it's ever been here, and records began in 1861 so it's no mean achievement.

Another achievement is the community treatment order. Despite all the controversy, which I respect but I don't agree with, I have one regret, which is that we didn't bring it in earlier. I suspect services would have been safer if we had.

# Q

**Can I ask you about the current financial climate and how, in our age of austerity, we continue to develop or even just maintain levels of service?**

It's going to be a difficult time for the health service and therefore for mental health. We have got to think through the financial pressures as well as the clinical need. We have a lot more resource now than we used to have, but for every new initiative we have had to argue and justify and present a good case. In that sense it is not going to be any different. We will just have to do what we have always done but do it better and, importantly, argue about the potential savings from good treatment. And if you treat people with dual diagnosis well, so that they accept what you have to offer, so that the destabilising effects of their substance misuse is minimised, then they are likely to stay well for longer, relapse less often and require admission less often. And it is in admission that our costs often lie.

**“It's going to be a difficult time for the health service and therefore for mental health. We have got to think through the financial pressures as well as the clinical need.”**

We will have to make our argument very powerfully, but it is not just an invest-to-save argument, because people have heard that before.

There are undoubted costs to untreated dual diagnosis, and we can reduce them if we make our services attend to those problems.

**This is a shortened version of “[An interview with Professor Louis Appleby](#)”, which originally appeared in *Advances in Dual Diagnosis*, Volume 3 Number 4, 2010.**

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**Final thought ...**

“**The beauty of social media is that it will point out your company's flaws; the key question is how quickly you address these flaws.**”

**Erik Qualmann, Socialnomics**

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