Using Social Media to Influence Innovation

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Who We Are

• Workforce of 29,000
• Operations in North & South Carolina, Kentucky, Indiana and Ohio, as well as Latin America
• Approximately 3.9 million customers
• Mix of generation resources, including nuclear, coal, oil-and-natural gas, hydroelectric, and renewable sources (wind and solar, with more to come)

Where Web Governance & Development Resides

"In my own little corner in my own little chair, I can be whoever I want to be." -- Cinderella
The Last 100 Years Were Just Practice

- My topic for today is about cultural change and the importance of innovation in the energy industry and about how we’re beginning to use social media to influence and foster that change.
- I believe that the ideas that will save our planet are out there – they may be small, they may be implausible, they may seem impossible – but all great ideas begin that way.
- At Duke Energy, we have over a hundred years of history, built on stability and reliability. Those qualities, which are pretty important when you’re in the energy industry and operate 3 nuclear facilities, are really at odds with the whole concept of innovation, which implies change.

What Challenges Do We Face?

- Our regions are growing more rapidly than our ability to generate electricity.
- Coal, which we rely on heavily to meet demand, is not very “green,” and plant modernization is expensive.
- Our workforce is getting ready to retire.
- We’ve been dealing with acquisitions and divestitures.
- Energy costs are rising.
- Legislation that impacts us is hard to predict.
- We, as an energy company, are compelled to meet a growing demand for energy while striving to be good stewards of the planet. As we encourage energy efficiency to reduce demand, we need alternative sources of revenue to fund research and development and modernize old facilities.

Words are Powerful Things

Our Values – The Work Environment Duke Energy Commit to Provide
- Getting – We look out for each other. We strive to make the environment and communities around us better places to live.
- Integrity – We do the right thing. We honor our commitments. We admit when we’re wrong.
- Openness – We’re open to change and to new ideas from our coworkers, customers and other stakeholders. We explore ways to grow our business and make it better.
- Passion – We’re passionate about what we do. We strive for excellence. We take personal accountability for our actions.
- Respect – We value diversity, understand and appreciate. We treat others the way we want to be treated.
- Safety – We put safety first in all we do.
Our Enabling Technologies

Portal:
• 2001 – 2008
  – Plumtree / BEA / Oracle
  – Interwoven, then RedDot for our Content Management System
• May 2009 – MOSS for both

Other Intranets & Collaborative Sites
• Sharepoint Version 3
• Legacy intranets (FrontPage, etc.)

Blogs & Other Social Networking So Far
• An executive blog launched in February 2008
• A Fleet Services blog launched in Spring 2008
• My Sites will launch in 2009 with employee photos and areas of interest. Each employee will have several MB of storage within the Portal for their own documents, enabling People Search for subject matter experts.
• Live Meeting (web cams in pilot)
• Web Conferencing
• Instant Messaging (with Presence Awareness)
• Voice Conferencing Cards for each employee available upon request
• A Virtual Workforce

The Seeds of Cultural Change
• Asking for Feedback
• Responding to Feedback
• Focus Groups
• Sharing innovative ideas and solutions
• Focusing on People Stories
• “Simply the Best” initiative
• CEO Challenge
• Leadership Development Network Competition
Innovative Solutions Underway at Duke Energy

• New business models focused on energy efficiency
• The 2030 Challenge & the Sustainability Plan
• Renewable energy, including Wind, Solar and Biomass
• Smart Grid
• Purchase of methane gas from landfills
• Carbon Offset Program
• Smart Energy, Now.
• Plug-In Hybrid Vehicles
• Utility of the Future
• Workplace of the Future
• @Work Program

How Social Tools Can Help

• No idea is too small. Just say it. Put it out there. Let it spark something bigger. Let it contribute to a culture of brainstorming.
• Passion is everything. One of our stated values is to have passion for what you do. Connecting people can inspire that passion around common goals or ideas.
• Interaction is vital to innovation. Jared Diamond, a professor of physiology at UCLA School of Medicine wrote a book called Guns, Germs and Steel: The Fates of Human Societies. In it, he observes that the more isolated societies became, the more they lacked in innovation. The more interaction they had with other groups, the more innovative they became and the greater their ability to sustain themselves and to develop organizations that would allow them to become dominant.
• In the 2006 KMWorld Final Keynote, Peter Andrews from IBM talked about how there are no “lone geniuses.” Brilliant solutions evolve through interaction and community.

“The Problem of Imagination”

Innovation begins with imagination. The 9/11 Commission Report found that the most important failure in preventing the attacks was the failure of imagination. Intelligence indicated that the threat was real, but we lacked the imagination to see how it might come to bear.

The report states that, “Imagination is not a gift usually associated with bureaucrats... It is therefore crucial to find a way of routinizing, even bureaucratizing, the exercise of imagination. Doing so requires more than finding an expert who can imagine that aircraft could be used as weapons..."

“We asked ourselves, before we judged others, whether the insights that seem apparent now would really have been meaningful at the time, given the limits of what people then could reasonably have known or done.” – the 9/11 Commission Report
Harnessing Imagination & Innovation

- It is not a “reasonable” thing to come up with new sources of renewable energy. The solutions aren't within the limits of what could possibly know today.

- Can we bureaucratize imagination? It will always remain elusive, but it can thrive only in cultures that embrace it and provide the technologies to support it.

- 2009: Look for a progress report from us!