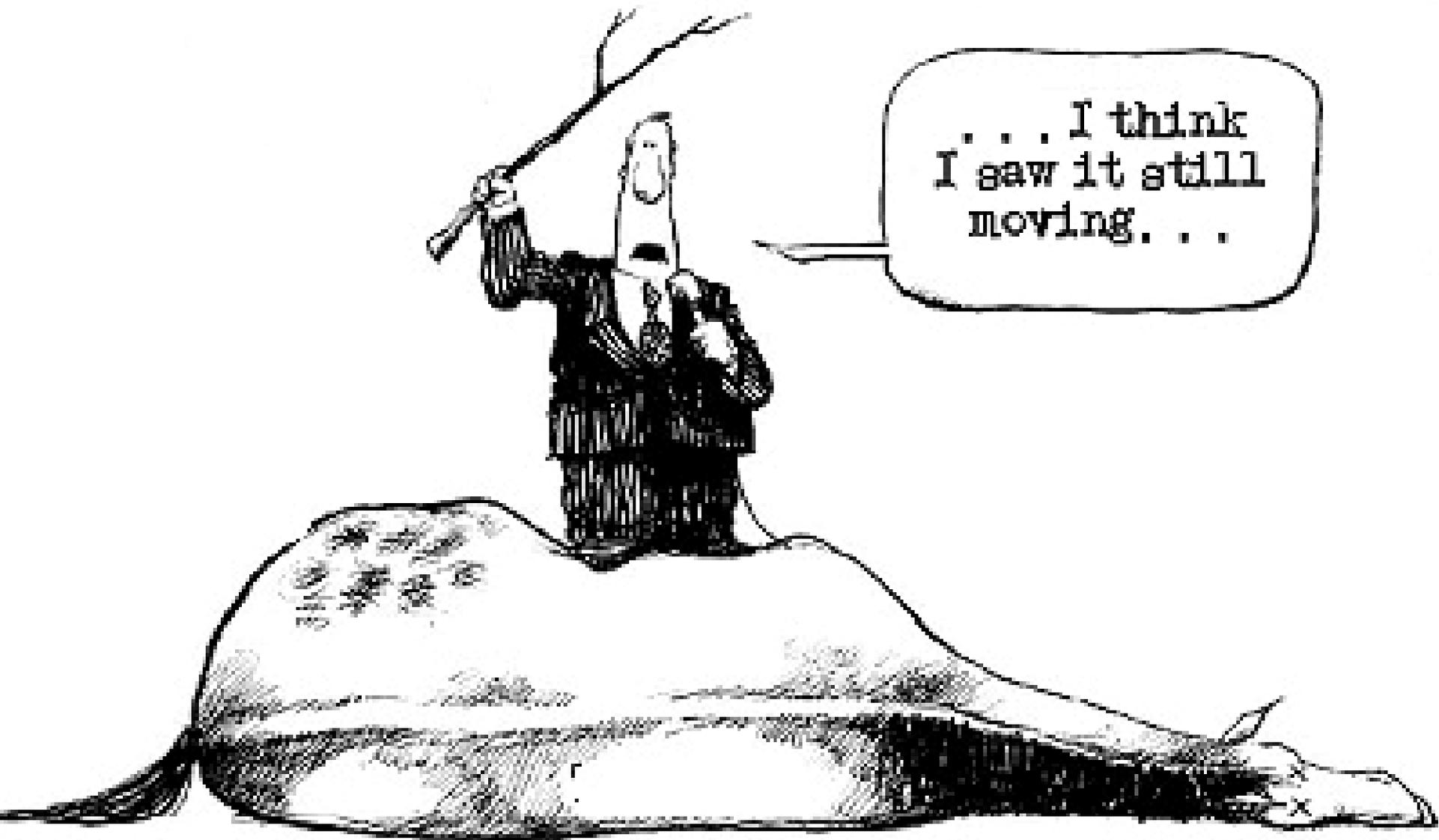




**Grassroots efforts**  
**Collaborating Across Boundaries**

**Jaqi Ross**  
IRS Communications

- **Blogs**
- **Wikis**
- **Intranet comments**
- **Twitter**
- ***...and more to come***



"Insanity: doing the same thing over and over again and expecting different results."  
ALBERT EINSTEIN





Huh?

### **Lack of knowledge and skills**

Lack of understanding of Web 2.0 technologies may result in an inability to take action.

Lack of information makes for an overwhelming and potentially frightening experience.



Really?

### **Belief system does not support ideas**

Lack of action can be a result of disagreement with assumptions, or viewing current practices as adequate.

Information gaps and discrepancies among channels can also cause confusion, which delays responsiveness.



Uh oh!

### **Association with negative consequences**

Changing business practices, staffing patterns or IT usage may represent a risk, and may be difficult to incorporate into existing budgets.

“The squeaky wheel gets the grease.” –IDIOM

# Strategy: Be an open door

- **Share information openly to increase common knowledge and build alliances**
  - Avoid outshining existing Web and communication “experts”
  - Distribute up, down and across
  - Take advantage of existing platforms



# Strategy: Peer pressure...

- **Encourage friendly competition**
  - Highlight similar leaders', organizations' success stories (and challenges)
  - Build momentum



“To keep our public diplomacy relevant today, we have to reach out and connect with people on their terms, whether we use blogs or texts -- or tweets.” –COLLEEN P. GRAFFY, US DEPT OF STATE

# Strategy: Out of sight, out of...

- **Develop pilot projects to deliver real results**
  - Small pilots minimize risk as well as impact on resources (time, money)
  - Active role for engaged employees
  - Better to beg forgiveness than ask permission



# Strategy: Manage up

- **Observe leaders to identify their motivation**
  - **Risk averse:** Package new products in “sheep’s clothing”
  - **Data driven:** Produce real results, brief on scalability and proven metrics
  - **Power:** Identify and promote opportunities for ownership, early starts



# Strategy: Patience

- **Master the art of timing**
  - Trends will carry you forward
  - Stand back when the time isn't ripe and strike when it is
  - Build, maintain relationships

“Patience is waiting. Not passively waiting. That is laziness. But to keep going when the going is hard and slow – that is patience.” –UNKNOWN



- **Evaluate leader response**
- **Be an open door**
- **Peer pressure**
- **Out of sight, out of...**
- **Manage up**
- **Patience**