

# Chapter 1

## Collaboration 2.0 through the New Organization (2.0) Transformation

**Imed Boughzala**

*TELECOM Business School, France*

### **ABSTRACT**

*This chapter introduces a new holistic organization transformation (i.e. Organization 2.0) caused by changes in the act of collaboration (i.e. Collaboration 2.0) due to the emergence of Web 2.0 technologies and their use by a new generation of people called Gen Y. Organization 2.0 is based on Social Capital where end-user participation, emergence of social networks and online communities, mass collaboration, and open innovation, have become new levers to put collective intelligence (e.g. crowdsourcing) at the service of the organization, to boost its performance, and to develop its creative capabilities. This chapter tries to sort out confusion that may exist between different concepts like Web 2.0, Enterprise 2.0, Collaboration 2.0, Management 2.0, KM 2.0, Organization 2.0, et cetera.*

### **INTRODUCTION**

Due to the advent of Web 2.0 technologies in the last few years, new usages of information and knowledge sharing have emerged, i.e. the Enterprise 2.0 (or Enterprise Social Software) which is a new culture of technology usage. Enterprise 2.0 refers to “*the use of Web 2.0, emergent social software platforms within companies, or between companies and their partners or customers*” as defined initially by Andrew McAfee (McAfee,

2006) but has since evolved to cover further dimensions and areas of application (marketing 2.0, e-government 2.0, health 2.0, research 2.0, etc). The new generation of hypermodern employees (Generation Y or Gen Y) has developed new habits at work. They use everyday Web 2.0 technologies (blogs, wikis, RSS<sup>1</sup>, social networking platforms, folksonomy, podcasting, mashups, virtual worlds, etc) in the private arena and, therefore, consider that such technologies for collaboration and self-organizing are the best means/methods to

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work. This generation has developed a new type of collaboration practice through intensive Web 2.0 usage, which is emergent (not planned and informal), open (indifferent to the organizational borders) and massive (implies crowds). This collaboration is called Collaboration 2.0 (Coleman & Levine, 2008; § Table 1). Collaboration 2.0 is one of the major activities in Enterprise 2.0.

Indeed, these two major developments (Gen Y and Web 2.0) which co-exist today are being transforming the organization deeply towards what we called the Organization 2.0 – a social based organization (Arina 2008). The first one is thus technological with the fast emergence of the Web 2.0 technologies since 2005 (O'Reilly, 2005; Anderson, 2007) in the preamble of the new Internet age (Internet 3D, Internet of things or Ubiquitous Internet) for a Smart World (Walsh, 2001; Ma et al., 2005; Smart et al., 2007; Dodson, 2003, 2008). These technologies also called Social Media (Kaplan & Haenlein, 2010) are user (social) centered, user-friendly, intuitive, flexible, easy to install and less formal. They are participatory and personalized with a dynamic content and are generated by users themselves. Web 2.0 technologies are very useful for self-expression and mass participation, social interaction/networking, visualization of connections (relationships), information/knowledge capitalizing and co-creation, and skills and talents identification. They are affordable to all size of businesses even to the small ones. This new generation of technology has agitated the software market. It is also a good opportunity for organizations to improve best practices sharing, to boost interactions between key individuals and to encourage bottom-up and open innovation (Chesbrough & Appleyard, 2007).

The second change is social with the arrival on the job market of the new generation of employees – the Generation Y (Why – i.e. eager for sense-making), Digital Natives or Millennials (Dudezert et al., 2008). A new generation of younger, college- and university-educated workers born between 1978 and 1995 and grown up with the

Internet. This generation succeeds to the generation X (anonymous) which came after and is less known than, the baby boomers. These employees are looking continuously for new technology and are eager to simply and quickly find good information/knowledge, anytime and anywhere and from any device; and are not intimidated by knowledge complexity and organizational hierarchy (Forrester Consulting, 2006). This new generation upsets already the traditional organization. It is also a good opportunity for it to integrate enthusiastic and creative employees.

These two changes/developments together lead to a deep upheaval at all levels of the organization because they affect its fundamentals and foundations, all its actors and its environments (including all the stakeholders). This seems to be the first time since the industrial age that the organization is so affected in such way (Arina, 2008). These changes impact especially the place and role of individuals next to information and knowledge. All workers in the social age are equal in using, sharing and creating information and knowledge. Knowledge is no longer a matter of expert (Boughzala & Limayem, 2010). Connection, interaction and collaboration of individuals and the nature of their relationships are also a source of knowledge. For example, the behavior of one user on a social platform like Facebook is carrier of knowledge (by profiling, tracing: people contacted, downloads, discussions in which (s) he participated, etc). This is called the Collective Intelligence (also crowdsourcing) which refers to knowledge created from human interactions and interpersonal networking (Smith & Duin, 1994; Malone et al., 2009). All this contributes to the building of the Social Capital (Nahapiet & Ghoshal, 1998) which is the set of resources embedded within the relationships among actors within a network. In the same sense, Shimazu and Koike (2007 p.52) define Knowledge Management 2.0 (KM 2.0) as “*a model that places collective intelligence at its core and promotes its use by accelerating the distribution of information*”.

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