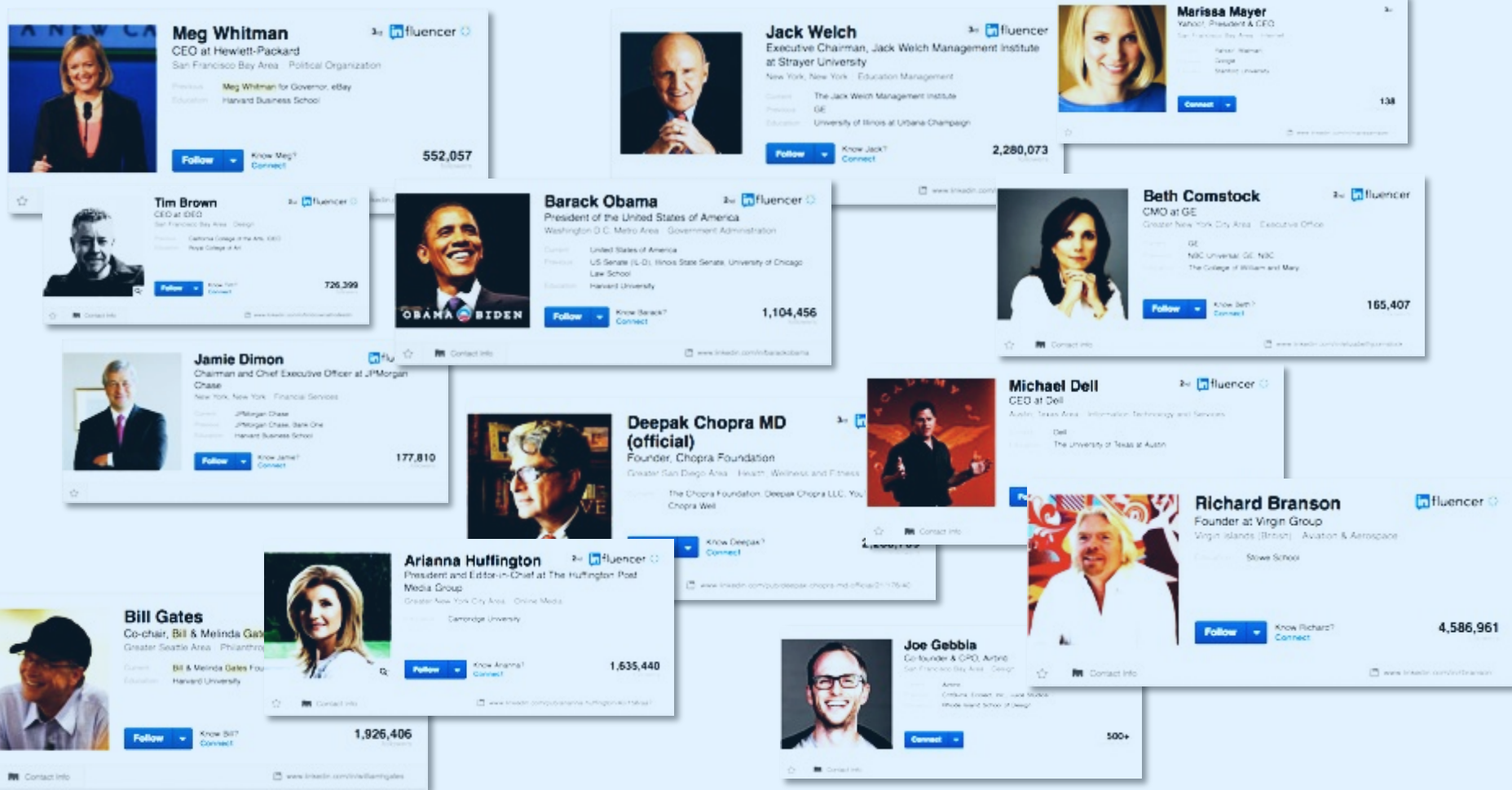




EXECUTIVE PLAYBOOK

12 Steps To Become a Social Leader



“ I've come to learn there is a virtuous cycle to transparency and a very vicious cycle of obfuscation ”

- JEFF WEINER, CEO OF LINKEDIN

Today's top performing leaders are social leaders*.

Around the world and across industries, top executives who were once convinced that social media wasn't worth their time, now consider their participation in these networks as essential to their role.

As a result, more and more top executives see the benefits of being open and transparent and take part in the social revolution.

* **76%** of executives say they would rather work for a social CEO (The Social CEO: Executives Tell All, Weber Shandwick, 2013)

57%

At socially-engaged companies, employees are 57% more likely to leverage social media to drive sales

40%

More likely to appear more competitive

58%

More likely to attract talent

Relationships Matter, LinkedIn & Altimeter Group, 2014

Today's top performing leaders are social leaders.



SIR RICHARD BRANSON
FOUNDER & CEO,
VIRGIN GROUP

“ Embracing social media isn't just a bit of fun, it is a vital way to communicate, keep your ear to the ground and improve your business ”



MIKE SMITH
CEO, ANZ

“ In social media our strategy is rapidly evolving. It is centered on ANZ participating in the social web through our organization and through our people. This includes me as CEO, my management team and ultimately all our people. ”



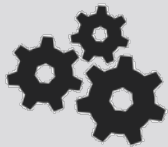
MARK PARKER
CEO, NIKE

“ Social media is helping us unite and expand. We have never been closer to our consumers. ”

Why we created a playbook specifically for top executives.

Our goal is to help you be a better leader by enabling deeper engagement with your customers, employees and peers – in the efficient, high-control and low-risk environment that you require.

This dedicated user guide is based on our deep understanding of executives' priorities & constraints, and outlines 12 key steps to empower leaders in their transition into professional social media.



Your marketing team will be pleased to hear that you're interested in leveraging your online presence. While this guide focuses on steps you can easily implement yourself, we recommend you coordinate closely with them to make the most of your participation in your company's outreach.

Get started.



Your path to social leadership.

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Accelerate sales.

- 07 Connect with your top 100 customers
- 08 Empower your team to leverage your network – at your discretion
- 09 Be where your customers are & identify new leads



Gain distinctive industry insights.

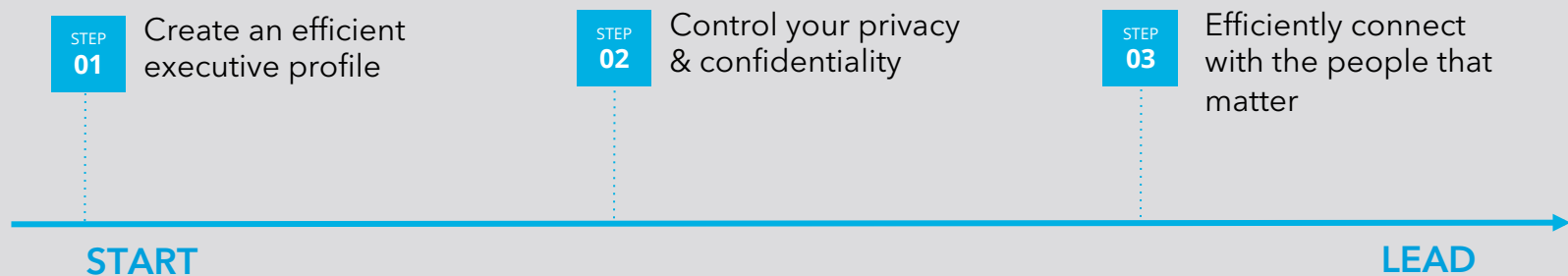
- 10 Stay on top of the leading ideas in your industry
- 11 Hire the best, worldwide
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Visual guide.

Take part and take control.

Customize your LinkedIn experience to be aligned with your objectives and constraints as a top executive, right from the start. In this section, we present guidelines to set you up for success, while also managing the potential risks associated with any social media presence.



Create an effective executive profile*.

Your profile is a key component of your experience on LinkedIn. It's your calling card when you reach out across your network, and it's how potential contacts will locate you and understand your role.

Having a complete profile is important to show you're an active participant in the ecosystem. The tips we're providing here are inspired and validated by the profiles of the most successful leaders on LinkedIn.

* Check out the Visual Guide (p.25) to see how these pieces work together to create a complete profile.

You at a glance



Profile Picture

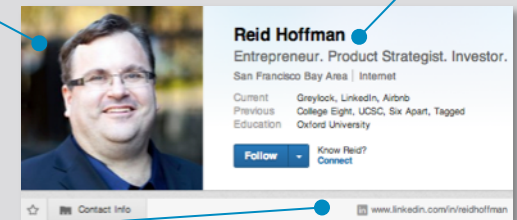
Your picture is your virtual handshake. Pick a picture that is friendly and aligned with your role as a leader.

Headline

By default the headline is your current position. However, you can customize it to demonstrate your expertise and vision for your role.

Custom URL

LinkedIn will assign you a random URL. A custom URL is easier to communicate and more professional.



Tell your story

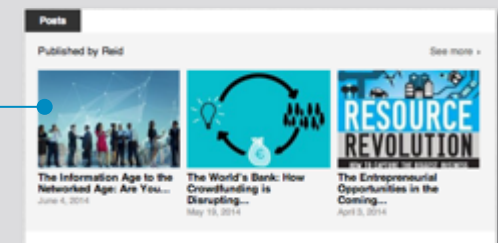


- **Experience** - List the key positions you had in the past and briefly explain your role. You can also detail your education background.
- **Summary** - The summary is a personal note where you can share a bit more about the vision you have for your role or company.

Bring your profile to life



Add multimedia content to your profile.



Control your privacy & confidentiality.

Managing privacy on LinkedIn isn't a matter of limiting your information, it's a matter of deciding what you'd like to present to those inside your network versus those outside your network.

You can easily control the privacy of your network and activities to align with both your constraints & comfort level.

You have the choice to make your information as public or private as you want.

PUBLIC

PRIVATE



Privacy & Settings

Review



Your Connections



Your connections can view your entire network



Your connections can only view the people that you have in common

Your Updates



Everyone can see your activity feed



Restrict who can see your activity feed: your network, your connections or only you



If you turn on your activity broadcast, your connections will receive notifications when you update your profile



If you turn off your activity broadcast, your network does not receive notifications

Your Visit Activity



People you recently visited can see your name & tagline



Be a LinkedIn Anonymous User: select your level of anonymity

Efficiently connect with the people that matter.

With more than 300+ million members throughout the world, LinkedIn is both the largest and most advanced business network in the world. It isn't intended to replace face to face interactions, instead, it optimizes your ability to -

- Keep your network fresh and active
- Strengthen your global connections
- Know more about people you've met or are about to meet

Take part
& take control

Avoid spam from people you don't know



Enable email address request so that only people you know personally can connect

Invite **Richard** to connect on LinkedIn

Richard's email address:



Invite people to connect & replace business cards



- A LinkedIn profile has more than just the contact information of a business card. Inviting people to connect is a great way to follow up on an in-person meeting.
- Several apps can help you connect faster and on the spot, such as **LinkedIn Contacts**.

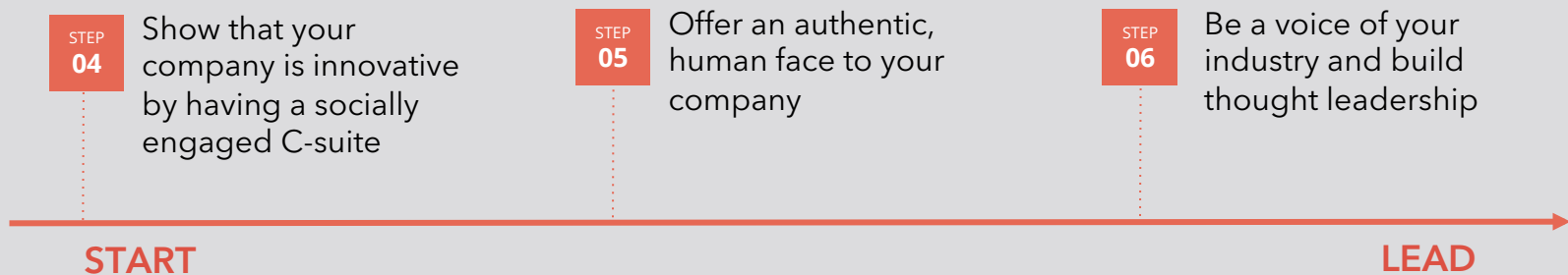
Know a person's background before you meet



Checking people's profile prior to meeting is becoming a commodity. Knowing about their experience, background, connections and activity will allow you to save time and make the most of your meeting.

Demonstrate your leadership.

Your participation in social media in general, and in LinkedIn in particular, will be welcomed by your customers and employees. As a leader, you're demonstrating your interest in being connected, staying current and making your mark where the new comers to your industry will be.



Show that your company is innovative – by having socially engaged leaders.

80 % of employees say they would rather work for a social CEO, and 2 out of 3 customers say that their perception of the CEO impacts their perception of the company*.

Through LinkedIn, the top executives have a clear opportunity to bring a sense of proximity and connection to their company's professional and consumer ecosystem at a low cost and with low time commitment.

* The Social CEO: Executives Tell All, Weber Shandwick, 2013

Share the good news



Once you've decided to join or grow your presence on LinkedIn, coordinate with your communication department to share the news inside the company, and invite your employees to connect or follow you.



Engage your board on the bigger picture



Employees at Socially Engaged Companies are

24%

more likely to feel **innovative**

Research** indicates that a socially engaged board helps demonstrate overall company engagement.

**Relationships Matter, LinkedIn & Altimeter Group, 2014

Offer an authentic, human face to your company.

In the social media era, we're more and more curious about the people behind a brand or a company.

Top executives on LinkedIn leverage the opportunity of a personal & direct channel of communication between themselves and the rest of the world, including journalists, stakeholders and customers.

Make your profile personal

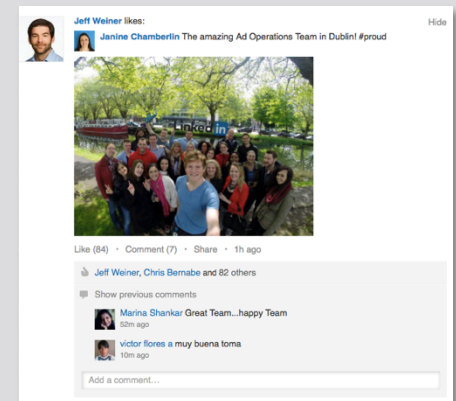


Your profile is an opportunity to express yourself as an individual. Don't hesitate to use the first person and share personal insights.

Share your Company's page update



Increase the visibility of your company's communications by sharing company updates with your network.



Leverage LinkedIn as a communication platform



Coordinate with your Public Relations team to leverage your LinkedIn presence for official announcements, promotions or even crisis management.

Be a voice of your industry and build thought leadership.

With over 1.5 M unique publishers actively sharing content, users connect daily to review their newsfeeds and read about leaders and companies they follow.

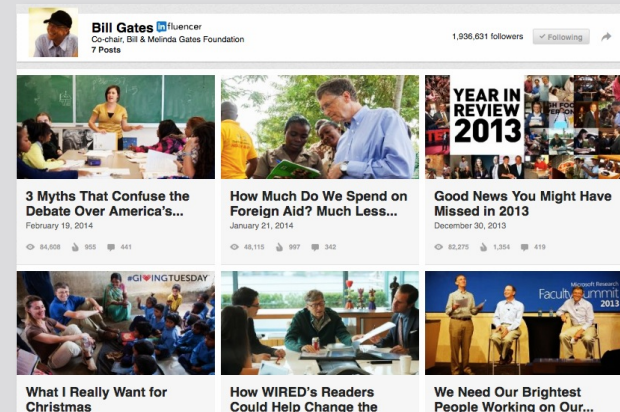
These tips will help you to easily share business insights with your network and efficiently position yourself as an industry leader.

Post & share updates



- Share recommended articles, personal insights, corporate presentations, and relevant industry news to demonstrate your thought leadership.
- Sync your Twitter account to post on both platforms simultaneously.

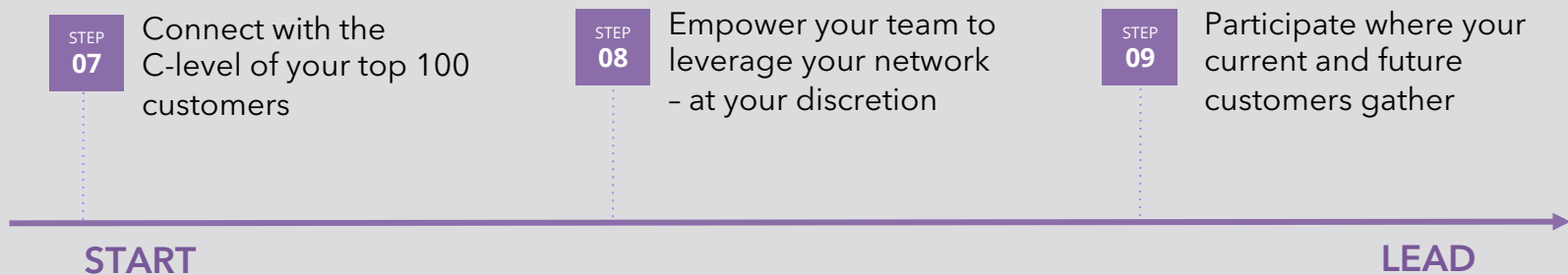
Publish content



- You can leverage **LinkedIn's Publishing Platform** to share inspiring long-form posts to your network and beyond: your posts become searchable, can be distributed through Pulse, and permanently live as an extension of your professional reputation on your profile.
- **LinkedIn Influencers** are chosen and invited by LinkedIn to post insights about management, leadership, disruption, and more. Influencers with millions of followers include Bill Gates, Sir Richard Branson, Arianna Huffington, and Guy Kawasaki.

Accelerate sales.

Through its 300M+ members, 3M+ companies and 2M+ group conversations, LinkedIn provides unprecedented means to accelerate your company's sales cycle. As a key executive, you have the means and reach to dramatically increase the value of LinkedIn for demand generation, deal closing and relationship management.



Connect with the C-level of your top 100 customers.

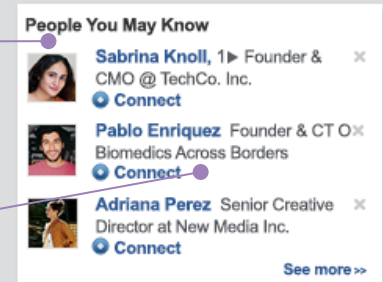
Business is about people, but nurturing relationships takes time. LinkedIn allows you to efficiently:

- Establish resilient and direct channels of communication
- Remain top of mind for your customers and provide them necessary attention
- Cement enduring relationships
- Keep tabs on your contacts' movements, interests and needs – in real-time

Find your top tier customers



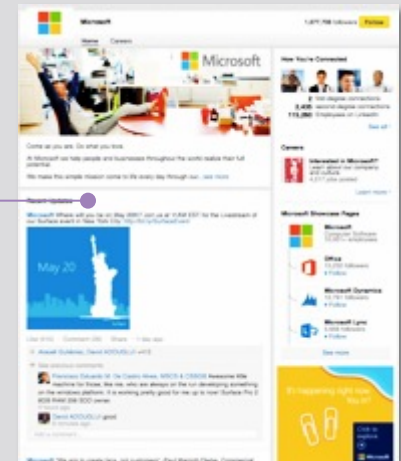
- LinkedIn allows you to easily find your customers by searching by name, company, or position.
- LinkedIn will also suggest people you may know based on your network, as well as people in your contact book if you allow this access.
- Easily connect in just one click.



Follow your customers' activity in real-time



- If you are connected with your customers, their public activity will appear in your newsfeed.
- Don't forget to follow your customers' Company Pages.
- Opt in to receive daily or weekly email notifications of updates, articles and more



Empower your team to leverage your network – at your discretion.

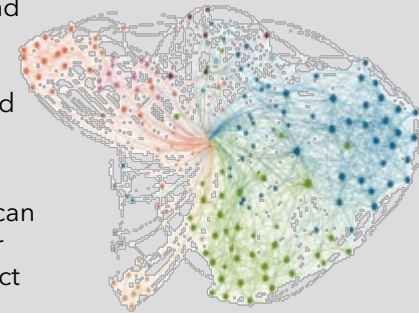
Relationships accelerate business – but if your relationships are hidden, they're of no value to the team around you.

Through LinkedIn you can shorten your team's path to key decision makers, while maintaining control of their access.

Harness the reach of your network



- LinkedIn Sales Solutions allow teams to establish and grow relationships with prospects and customers at every stage of relationship development, in a climate that's focused, informed and trusted.
- If your sales team is using LinkedIn Sales Solutions, they can use **Team Link** to leverage your executive presence and connect with prospects in an extended network.



Unleash your sales team



- In coordination with your Director of Sales, define & communicate the rules regarding the introduction process for strategic prospects
- Encourage your sales teams to use the resources they have available, including your network.

Be where your customers are & Identify new leads.

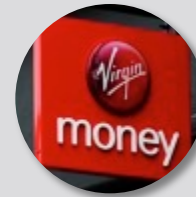
People do business with companies and individuals they “know, like and trust.” LinkedIn expands your presence, approachability and reputation by improving your ability to:

- Build brand awareness
- Engage with your customers, partners, and suppliers
- Activate your customers and allies as brand ambassadors

Interact with customers



- Like in real life, in-person interactions with your customers are the best way to create brand advocates. By posting discussions on your LinkedIn profile or Company Page, you engage your customers in a unique way.

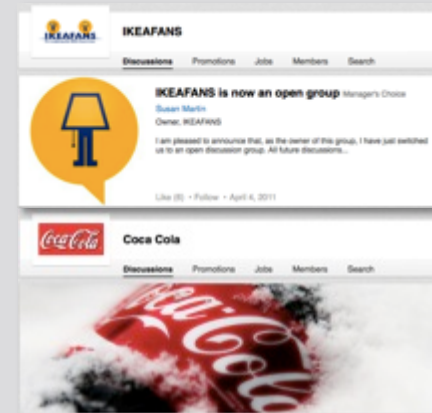


- For example, Richard Branson tries to personally respond to a few customer questions a day. He even asked his followers for advice on names for Virgin banking divisions.

Listen to conversations & debate



- LinkedIn also allows you to listen to potential customers.
- Joining and following group discussions in precise domains or verticals is an excellent way to gain customer insights about needs, consumption habits, motivations & fears.



Gain distinctive industry insights.

Every week, more than 2 billion member updates from over 200 countries are uploaded to LinkedIn. From scoping competition in new markets to identifying and attracting key experts to your company, LinkedIn has become an essential business intelligence platform.



Stay on top of the leading ideas in your industry.

Staying abreast of industry news is key to building upon your expertise and expanding the respect your peers and reports have for you.

LinkedIn allows you to easily track industry news, extract customer insights and understand the shifting competitive landscape - all in one place.

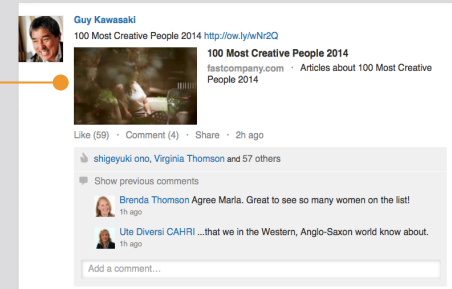
Gain distinctive industry insights

See what your network is up to at a glance



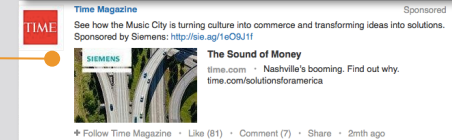
People

See what your network is up to: updates, posts, new connections, work anniversaries, new titles, etc.



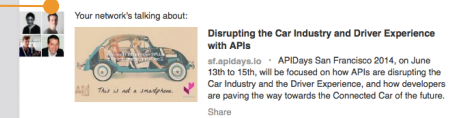
Companies

Follow companies to receive their latest posts & announcements.

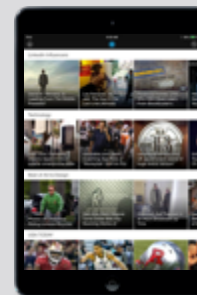


Groups

Join groups and view updates from discussions aligned with your personal and business goals.



Leverage LinkedIn Pulse



- **LinkedIn Pulse** curates content in real-time based on your interests and the companies and influencers you follow.
- You can access Pulse on all your devices, whether you're online or offline.
- Share and comment on these articles to demonstrate your insights.

Hire the best, worldwide.

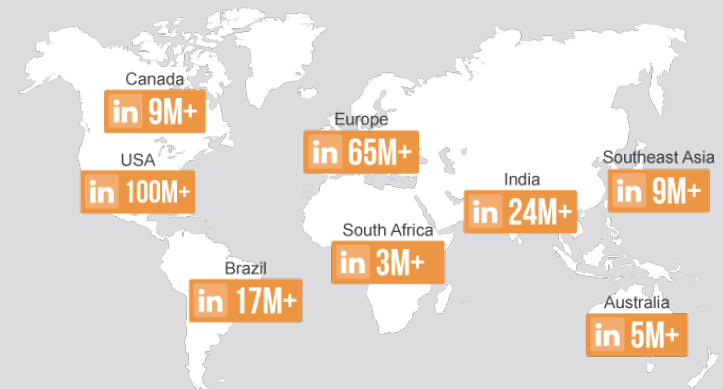
Visibility, personal connections & referrals are key success factors when it comes to hiring - especially the best.

In addition to the suite of services that it offers for HR & Recruiting departments, LinkedIn is empowering executives to better identify and attract top talent.

Find experts, anywhere in the world



- With a presence in over 200 countries*, LinkedIn has the largest professional network. Through the advanced search you can find people with specific expertise from across the globe, at no cost.



Leverage your network to source top talent



- Just like in real life, your network is your best asset to find the right talents. As a top manager you can speed up the recruiting process by re-posting strategic job opportunities your HR team shared.

Keep tabs on the competition and potential acquisitions.

LinkedIn enables you to track your competition's latest movements in real-time. With technology accelerating the cycle of market disruption, it's important to have an eye on both incumbents and upstarts in your industry.

LinkedIn plays a critical role in the new venture lifecycle - frequently deployed before the first business card is printed - and will often be the first place that new challengers appear on your radar.

Follow your competitors' activity



- View Company Pages to see the latest news, updates, and services as well as current and past employees.

Spot the next generation of competitors



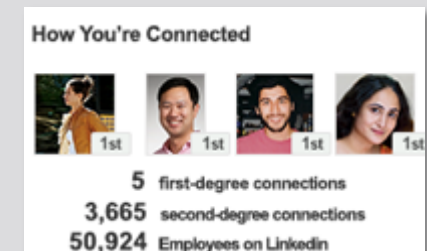
- The up-and-comers of your industry are making the most of social media, and LinkedIn in particular, to connect with their ecosystem.
- Use LinkedIn Pulse and join relevant groups to discover and keep track of the new comers to your industry.



Identify who in your network can tell you more



- When researching a company, you can see work history overlap. Use your connections to find out more information.



VISUAL GUIDE

An example of how to build a compelling profile

Custom Header Image

Visually enhance your profile to reflect your unique professional brand.

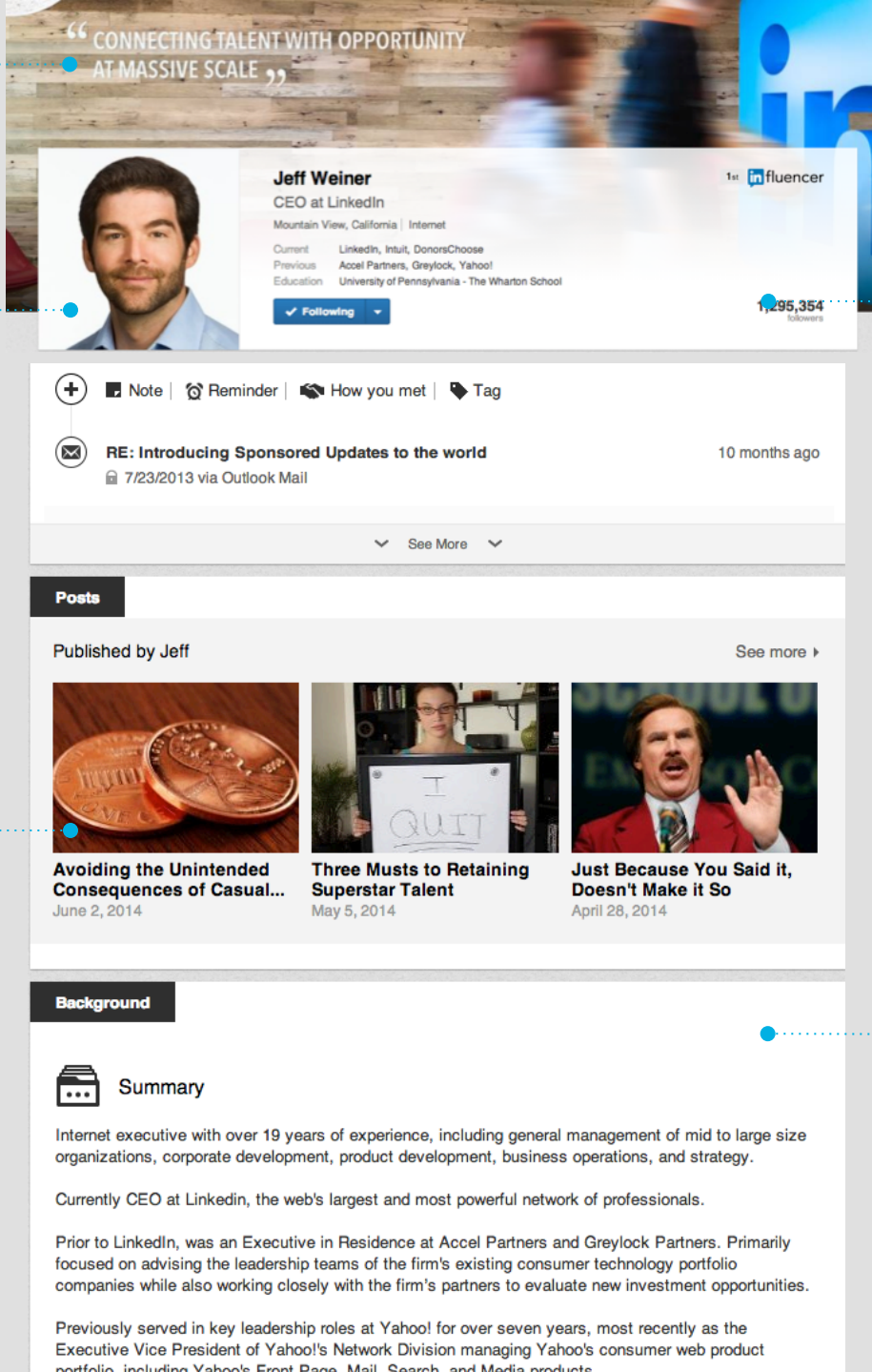
Profile Summary

An overview of the member's professional experience, including the member's current position and location as well as previous experience and education.

Posts

Original content users contribute to LinkedIn. This content is shared with the member's connections and followers.

“CONNECTING TALENT WITH OPPORTUNITY AT MASSIVE SCALE”



Jeff Weiner
CEO at LinkedIn
Mountain View, California | Internet

Current LinkedIn, Intuit, DonorsChoose
Previous Accel Partners, Greylock, Yahoo!
Education University of Pennsylvania - The Wharton School

1st Influencer

1,295,354 followers

+ Note | Reminder | How you met | Tag

RE: **Introducing Sponsored Updates to the world** 10 months ago
7/23/2013 via Outlook Mail

See More

Posts


Published by Jeff See more ▶

Avoiding the Unintended Consequences of Casual...
June 2, 2014

Three Musts to Retaining Superstar Talent
May 5, 2014

Just Because You Said it, Doesn't Make it So
April 28, 2014

Background

 **Summary**

Internet executive with over 19 years of experience, including general management of mid to large size organizations, corporate development, product development, business operations, and strategy.

Currently CEO at LinkedIn, the web's largest and most powerful network of professionals.

Prior to LinkedIn, was an Executive in Residence at Accel Partners and Greylock Partners. Primarily focused on advising the leadership teams of the firm's existing consumer technology portfolio companies while also working closely with the firm's partners to evaluate new investment opportunities.

Previously served in key leadership roles at Yahoo! for over seven years, most recently as the Executive Vice President of Yahoo!'s Network Division managing Yahoo's consumer web product portfolio, including Yahoo's Front Page, Mail, Search, and Media products.

Followers

The number of people that chose to receive updates when the user shares content.

Summary


A snapshot of the member's professional journey, goals, and specialties. The summary is a more personal overview of your career.


Experience

The online resume portion of the user's profile. It chronicles the user's experience with specific details of each position and any work samples the user chooses to share


Multimedia Content

Content that can be uploaded to demonstrate expertise and thought-leadership. The content can be in the form of presentations, graphics, or videos.


Experience




CEO
LinkedIn
 December 2008 – Present (5 years 7 months)
 Connecting the world's professionals to make them more productive and successful. Since joining the company in December, 2008, LinkedIn has increased its membership base from 33 million to over 300 million members, increased revenue by over 20x, and rapidly expanded its global platform to include 19 languages and operate in 26 cities around the world.




THE ECONOMIC GRAPH


LinkedIn's Vision for the Next 10 Years




Bloomberg: LinkedIn Growth Has Reached 'Critical Mass'



Building a Culture of Compassion




NY Times: Jeff Weiner of LinkedIn, on the 'Next Play'




Bay Area Council 2012: The Next Human Leap

SEE MORE



Member, Board of Directors
Intuit
 April 2012 – Present (2 years 3 months) | Mountain View, CA
 With revenue of \$4B+ and approximately 8,000 employees, Intuit is a leading provider of innovative business and financial management solutions for small and medium-sized businesses, consumers, accounting professionals and financial institutions.



Member, Board of Directors
DonorsChoose
 2007 – Present (7 years)
 One of the web's leading philanthropic marketplaces, designed to enable teachers to upload classroom projects in need of funding, and for anyone to select and fund a project.

1 recommendation

Member, Board of Directors

Malaria No More

2007 – Present (7 years)

Non-profit organization with the mission to eradicate the millions of preventable and treatable deaths due to malaria. Working in conjunction with the United Nations Millennium Development Goals.

Member, Advisory Board

Boys & Girls Clubs of the Peninsula

2011 – Present (3 years) | San Francisco Bay Area



BGCP's mission is to help its members develop the academic and life skills they need to complete high school ready for college and career.

BGCP serves youth in grades K–12 at nine locations: three clubhouses and six school sites in East Palo Alto, Menlo Park, and Redwood City, where over half the youth drop out of high school. While most youth development organizations select the young people whom they serve, BGCP serves all youth. The organization has grown rapidly over the past five years and now serves 2,000 active members at its nine sites.

Member, Advisory Board

Venture For America

2012 – Present (2 years) | Greater New York City Area



Innovative fellowship program that places top college graduates in start-ups for two years in low-cost U.S. cities to generate job growth and train the next generation of entrepreneurs.

Executive in Residence

Accel Partners

September 2008 – June 2009 (10 months)



1 recommendation



Adam Rifkin

Undercaffeinated. Overconnected. And All Man.

In 90 minutes of talking with Jeff, I learned more than I would learn in unlimited time with almost anyone else. I went into our discussion with a very specific question I wanted answered, and his insight gave me very specific direction. I say... View

Executive in Residence

Greylock

September 2008 – June 2009 (10 months)



Helped oversee Warner Bros.' online efforts, including Warner Bros. Online and Entertainindom (one of the web's first original entertainment destination sites).

In December, 1994, began developing the initial business plan for Warner Bros. Online while an analyst in Corporate Planning & Development.

Experience Description

A summary of the member's experience at a specific company. It should be precise and includes key words.

Volunteer Experience

A list of causes the user cares about as well as any organizations the member supports or is involved in.

Skills & Endorsements

A list of the top skills the member's connections have endorsed them for.

Volunteer Experience & Causes

Causes Jeff cares about:

- Economic Empowerment
- Education
- Health

Organizations Jeff supports:

- Boys & Girls Clubs of the Peninsula
- DonorsChoose.org
- Malaria No More
- Venture For America

Skills & Endorsements

Top Skills

99+	Business Strategy	
99+	Leadership	
99+	Strategy	
99+	Entrepreneurship	
99+	Product Marketing	
91	Strategic Planning	
85	Executive Management	
77	Product Development	
69	LinkedIn	
63	Product Management	

Jeff also knows about...

54	Social Media	41	User Experience	31	Corporate Development	30	Non-profits
20	Mergers & Acquisitions	17	Analytics	11	Thought Leadership		
11	Team Leadership	10	Business Operations	9	Leadership Development		
8	Nonprofits	4	Awesomeness	3	Motivation	3	Mentoring
						1	Education

Education

University of Pennsylvania - The Wharton School
Bachelor of Science, Economics
1988 – 1992

Recommendations
Received (7) Given (22)

Member, Board of Directors
DonorsChoose

Charles Best
Founder & CEO at DonorsChoose.org

“Jeff Weiner is a mentor to me and a singularly effective champion of DonorsChoose.org. His “consumer product instinct” has shaped the user experience of our website. His introductions have generated more than \$1 million in funding. And his counsel has helped to guide our growth. When people hear Jeff describe DonorsChoose.org, they are moved.

Jeff's personal efforts... [more](#)

March 24, 2010, Charles worked indirectly for Jeff at DonorsChoose

Executive in Residence
Accel Partners

Adam Rifkin
Undercaffeinated. Overconnected. And All Man.

“In 90 minutes of talking with Jeff, I learned more than I would learn in unlimited time with almost anyone else. I went into our discussion with a very specific question I wanted answered, and his insight gave me very specific direction. I say without hyperbole that there are only a handful of people on the planet who can do what he does. If you need to ask what that is... [more](#)

October 5, 2008, Adam was with another company when working with Jeff at Accel Partners

Executive Vice President Network Division
Yahoo!

Derek E. Baird
Director, Product Development at The Walt Disney Company

“While I was at Yahoo!, I had the honor of working for Jeff on the Yahoo! Teachers social networking product. Jeff was our executive sponsor on this project and he was our strongest and most passionate advocate.

His knowledge of the consumer Internet and youth media space was invaluable and his strategic eye was instrumental in moving our product from a hack day idea... [more](#)

January 19, 2011, Derek E. reported to Jeff at Yahoo!

Qi Lu
President, Online Services Division, Microsoft Corporation

“I have no reservation whatsoever in recommending Jeff, a visionary leader whose passion and intellect can have a profound impact on the industry and beyond. I had the good fortune of working with Jeff for many years as his engineering partner, and it was the experience of a lifetime. His influence was the single biggest source of my learning and development during those... [more](#)

June 30, 2010, Qi worked directly with Jeff at Yahoo!

James Slavet
Consumer technology VC

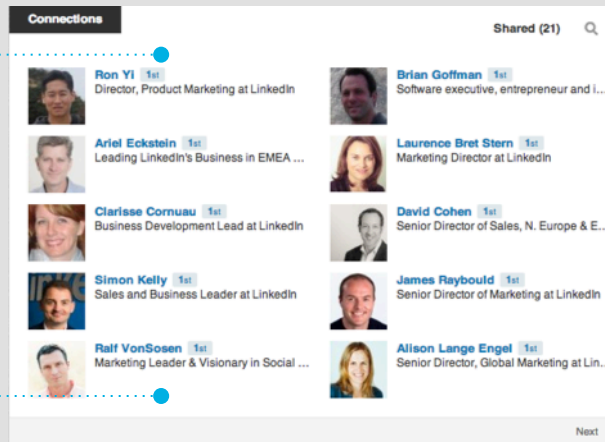
“Jeff is an exceptional leader. I've worked with him for the past 6 years, and there are several qualities that I most appreciate about him. First he's very smart, and he's always getting smarter, because he asks great questions. Be prepared, he'll ask you questions that

Recommendations

The written statements of recommendation the member received from a connection or gave to a connection.

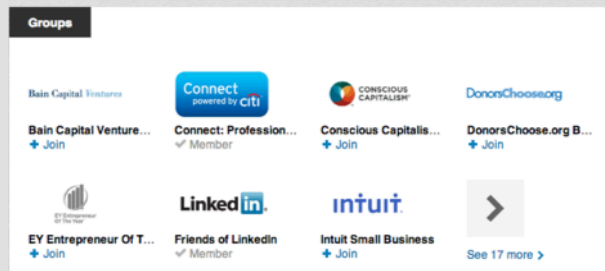
Connections

The list of 1st degree connections shared with another member.



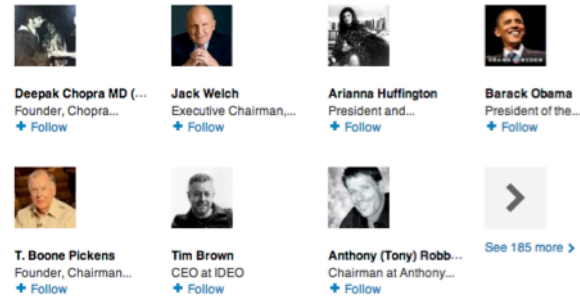
Groups

The list of groups the member has joined.

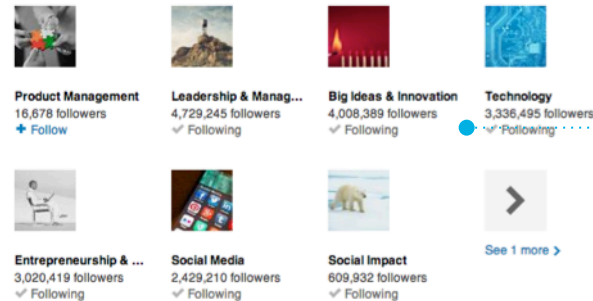


Following

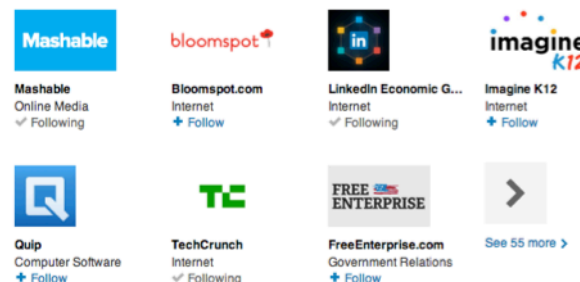
Influencers



News



Companies

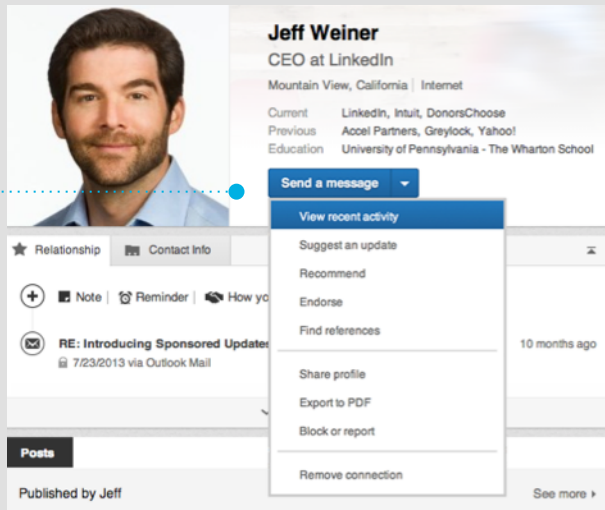


Following Activity

A list of the influencers, news, companies, and schools the member follows.

Profile Drop-Down Menu

Click here to connect, follow, share the profile or view the member's activity.



Recent Activity

Recent Activity is a history of the member's shared and posted articles, as well as his/her comments and contributions.

About LinkedIn

Founded in 2003, LinkedIn connects the world's professionals to make them more productive and successful. With over 300 million members worldwide, including executives from every Fortune 500 company, LinkedIn is the world's largest professional network.



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