

# Improving Knowledge Management through a Social Intranet

## 22nd Intranets for Corporate Communication

by Jayson Peltzer  
<http://www.jaysonpeltzer.com>  
@jaysonpeltzer

# AGENDA

- A) Introducing individual Wikis and evolving to a social intranet
- B) Selecting a provider and Web tools that suit your needs
- C) Benefits of a social intranet
- D) Ensuring quality control through oversight

# KNOWLEDGE MANAGEMENT

*...strategies and practices used in an organization to identify, create, represent, distribute, and enable adoption of insights and experiences.*

*Wikipedia.org*

# INSIGHTS and EXPERIENCES...

- It's personal and unique to the situation
- Do not confuse it with Information Management
- Knowledge happens
- Timely capture makes organizations **successful**



# CAPTURING KNOWLEDGE

- Through meeting minutes :(
- Through lessons learned :(
- Through formal documents...



- They all work, but are far from ideal
- It needs to be captured in **real-time** and in its **raw state**

# WHY DO IT?

- For success
- An organization succeeds through its people



- People succeed by working together  
by collaborating

Your Intranet web is the  
**knowledge management**  
tool of the  
**present and future.**

# A) INTRODUCING INDIVIDUAL WIKIS AND EVOLVING TO A SOCIAL INTRANET



# WEB 2.0

- Allows users to **interact and collaborate** with each other in a social media dialogue as creators of **user-generated content** in a virtual community



## Examples:

social networking sites  
blogs, wikis  
video sharing sites  
web applications  
mashups  
folksonomies

# THE WIKI

(latest | [earliest](#)) View (newer 50) (older 50) (20 | 50 | 100 | 250 | 500)

For any version listed below, click on its date to view it. For more help, see [Help:Page history](#) and [Help:Edit s](#)

External tools: [Revision history statistics](#) [Revision history search](#) [Page view statistics](#)

(cur) = difference from current version, (prev) = difference from preceding version, m = minor edit, → = section

Compare selected versions

- (cur) (prev)  01:57, 25 March 2009 [Fuhghettaboutit](#) (talk | contribs) (8,284 bytes) (*I jut donlt see formatting info, bread and butter stuff; this is not that type of material*)
- (cur) (prev)  00:18, 25 March 2009 [LobStoR](#) (talk | contribs) (8,400 bytes) (*added level 0 section*)
- (cur) (prev)  17:21, 2 March 2009 [Fuhghettaboutit](#) (talk | contribs) (8,284 bytes) (*One capitalizati page*)
- (cur) (prev)  19:18, 26 February 2009 [Nepomucena](#) (talk | contribs) (7,956 bytes) (*de-interwiki*)
- (cur) (prev)  09:59, 26 February 2009 [Hu](#) (talk | contribs) (7,928 bytes) (*\* The Wikipedia Manual*)

# WIKI-style INTRANET

- A read/write Intranet website
- Controlled by role-based access and permissions
- Generally done through a CMS:

## Content Management System



# SOCIAL INTRANET

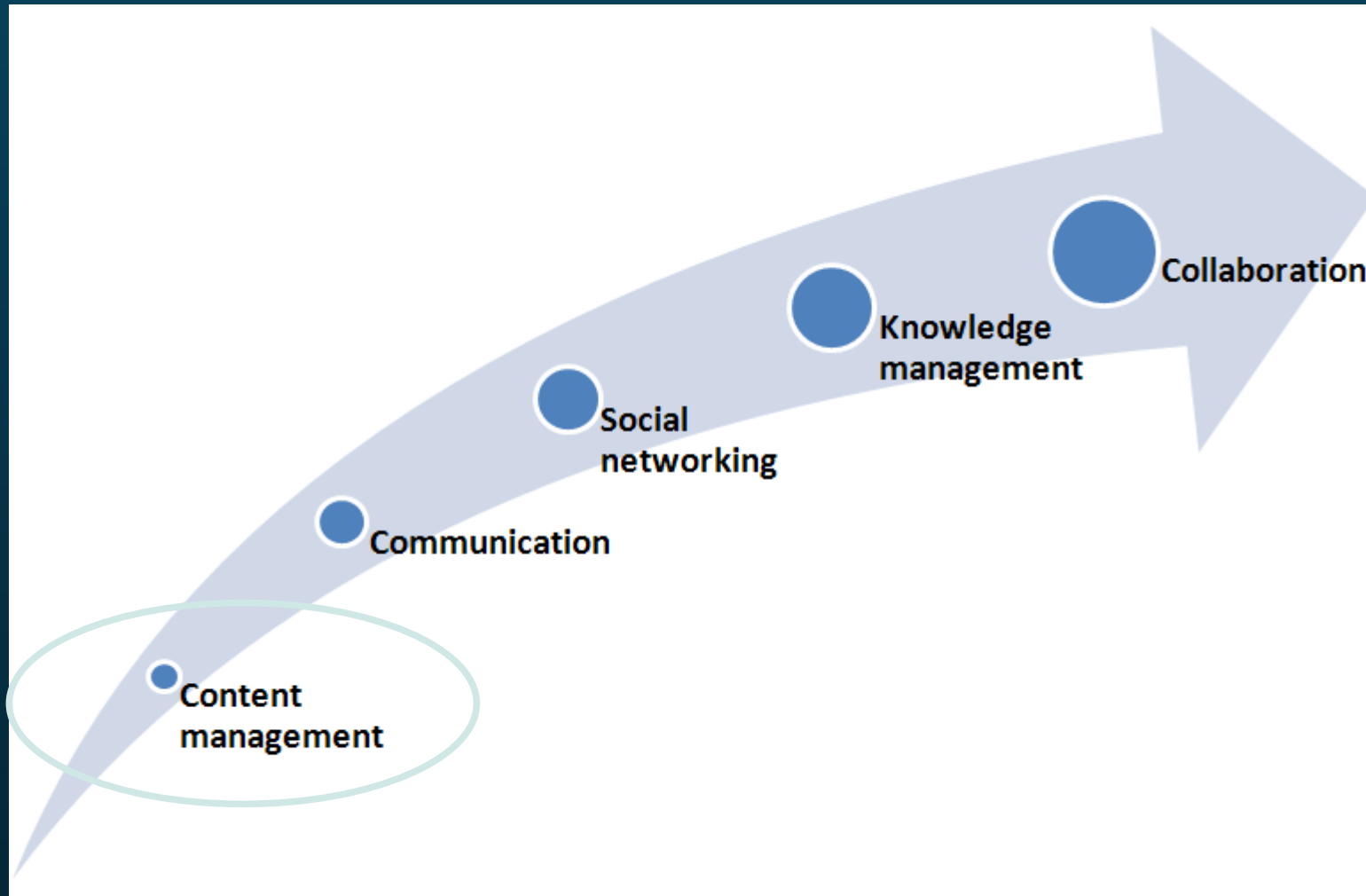
- Web 2.0 is the social web

*“Websites and software designed to support and foster social interaction.”*

... **you** need to **build** this into your Intranet ...

**collaboration**

# ROAD TO COLLABORATION



# STEP 1: CONTENT MANAGEMENT

1.1 Define information architecture

1.2 Setup content accountability

1.3 Foster a publishing community

1.4 Leverage dynamic content

Teaser lists, tables, slide shows,  
taxonomies, and more!

1.5 Aggregate and mash up content

# 1.1 INFORMATION ARCHITECTURE

- Set up content types:

Primary	Secondary	User-generated
Users	Advertisements	Blog Posts
Groups	Announcements	Comments
Projects	Events	FAQs
Services	Photo Albums	Forum Topics
...	Publications	Tweets
	Polls	Videos
	Quick References	Votes
	Resources	...
	Videos	
	Webforms	
	...	

# 1.2 CONTENT ACCOUNTABILITY

- Prevent anonymous content publishing
- Create and assign roles
  - Publishers, Editors, Stewards
- Training required for extra permissions
- Enforce mandatory fields
- Approval work flows (example: translation)



# 1.3 PUBLISHER COMMUNITY

- Train as many as you can
- Promote teamwork and dialogue
- Advise, suggest, lead by example
- Let content creation flow
- Put management in charge

# 1.4 DYNAMIC CONTENT

- Content is stored in a database
- It's all query-able
  
- Fetch content from the database and present it to the user as lists, posts, galleries, tables, maps, graphs, menu items, blocks, reports, forum posts etc.
  
- The possibilities are endless

# E.g., DYNAMIC LISTS



Witness heard 'non-stop shouting' at Pistorius home before shooting 35

- **OPINION** The South Africa being described in court is not the country I know
- **OPINION** Beyond the Pistorius headlines, South Africa faces a war against women
- **RELATED** Pistorius affidavit: 'I knew I had to protect Reeva and myself'

Provinces' grim outlook clouds Flaherty's fiscal forecast 100

75% of Canadians expect to work past 65: survey 14

Retirement savings system is falling short, CIBC boss warns 74

Missing Vancouver student's body found in L.A. hotel water tank 0

**OPINION** The provinces are broke, and we're all on the hook 44

RBC to shut down Ally's high-interest savings accounts 57

Geologist's provocative study challenges popular assumptions about 'fracking' 54

Morning Briefing: Former cabinet minister Eugene Whelan dead at 88 0

## VIDEO »



**LIFE**  
Kate debuts baby bump



**REPORT ON BUSINESS**  
Why the disconnect between home building and U.S. bank stocks?



**NEWS**  
Pistorius returns to court for ball fight



**GLOBE INVESTOR**  
How much will health care cost if I move to the U.S.?

## EDITORS' PICKS



**REPORT ON BUSINESS**  
In eastern Ontario, a battery five times the size of Niagara Falls



**COMMENTARY**  
It's starting to look a bit too much like 1931: WTO's John Hancock



**ARTS**  
Video: How to rule your Oscar pool - right down to production design



**REPORT ON BUSINESS**  
Reader's Digest shores up Canadian operation

## HIGHLIGHTS



**REPORT ON BUSINESS**  
Europe is hot for this form of renewable energy



**REPORT ON BUSINESS**  
Why the boss should not be standing in a bank lineup

## Markets »

S&P/TSX  
12,810.21  
123.58

Dow  
14,035.67  
53.91

Nasdaq  
3,213.595  
21.565

Dollar  
98.55¢  
-0.36

## Business »



**U.S. BUSINESS**  
Office Depot, OfficeMax to merge in \$1.2-billion union

**TOP BUSINESS** B.C.'s triple-A rating 'wobbles' after uncertain budget

**SUBSCRIBERS ONLY** ROB Insight: New BHP Billiton CEO an oil man for a new era

Why do employees become nasty?

Small food shop 'scared' by big grocer's move onto its turf

Keep your 'so-called workers,' U.S. boss tells France

Apple hit by hackers in 'first really big attack on Macs'

[More Business](#)

## Investing »



**TOP PICKS**  
Three stock picks inspired by value strategies of Buffett and Graham

Premarket: Stocks struggle to stay in green

The blame game: A contrarian approach to stock picks

Five dividend stocks that can feed on global growth

A quick guide to using your RRSP to buy a house

**SUBSCRIBERS ONLY** Streetwise: Why ING savers having nothing to fear after RBC Ally cuts

Retirees face years of hardship after savings run out: survey

[More Investing](#)

## FACEBOOK ACTIVITY

- 10 people recommended this.
- Is wheat-free the new Atkins?**  
222 people recommended this.
- Scott Brison's plan to avoid a Greek tragedy in Maritimes**  
277 people recommended this.
- Have your say: How do we create a safe space for people with mental illness to come forward for help?**  
154 people recommended this.
- Hiring should favour male, minority teachers: Toronto school board**  
269 people recommended this.
- Someone acting like a jerk at the office? This may be your best option**  
66 people recommended this.

What is this?

**The Globe and Mail** on Facebook  
Like 63,178

The Globe and Mail on Facebook

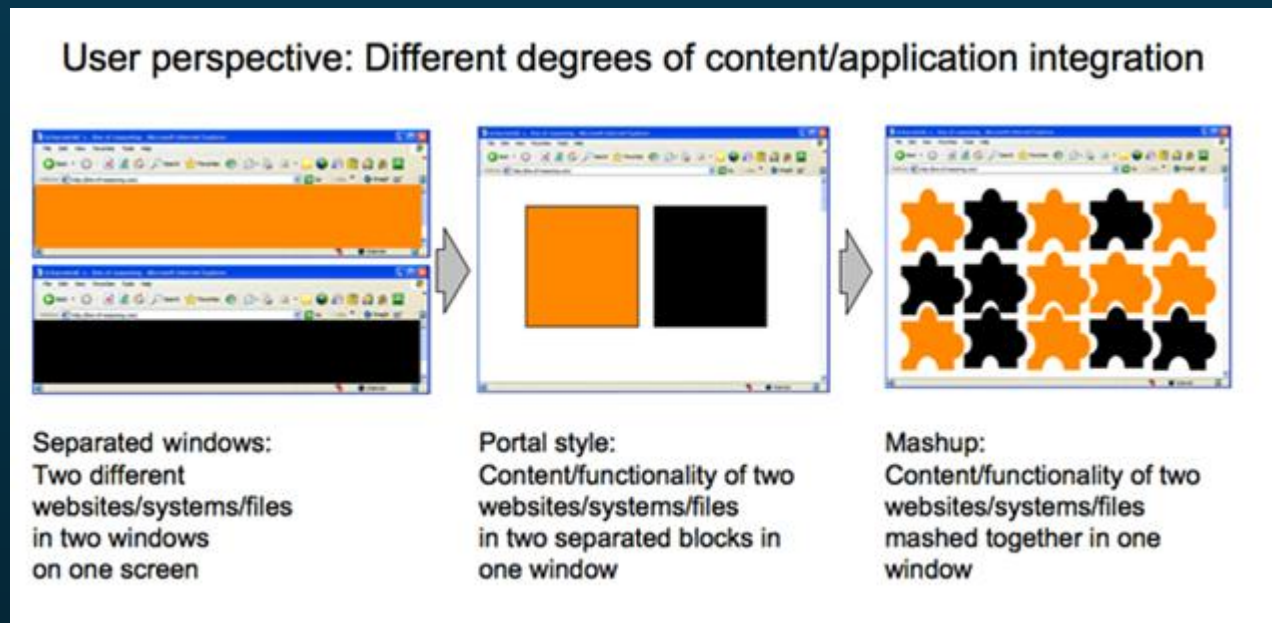
## MOST POPULAR

1. The South Africa being described in court is not the country I know



# 1.5 MASHUPS

“A web page that uses and combines data, presentation or functionality from two or more sources to create new experiences.”



# E.g., MASHUP

MyWiki : DemolBAS/NationalTractorCo - Mozilla Firefox IBM Edition

File Edit View Go Bookmarks Yahoo! Tools Help

## NT<sub>R</sub>C National Tractor Company

These following stores have this item in stock. Select a store below to see more information.

Name	Address	Phone
INDUSTRIAL EQUIPMENT LAWN N GARDEN	4100 Bohannon Dr Menlo Park CA 94025	(650) 926-6300
TRACTOR MEDIC CO.	50 California St # 1500 San Francisco CA 94111	(415) 439-5255
TRACTOR MEDIC CO.	523 Moraga Way Orinda CA 94563	(925) 631-0711
TRACTOR EQUIPMENT CO.	19997 Shadow Creek Cir Castro Valley CA 94552	(510) 583-5092
MIDSIZE TRACTORS	18880 Homestead Rd Cupertino CA 95014	(408) 863-9900
TRACTORS RANCH CO.	5600 Cottle Rd San Jose, CA 95193	(408) 256-1600
THE TRACTOR CO OF NOR CAL	650 Harry Road San Jose CA 95120	(408) 927-1080

**INDUSTRIAL EQUIPMENT LAWN N GARDEN**

4100 Bohannon Dr Menlo Park CA 94025  
 (650) 926-6300  
 turf@somewhere.com

Quantity:

Do

**IMS feed** Inventory and branch locations

**Google Maps feed**

**1849.00**

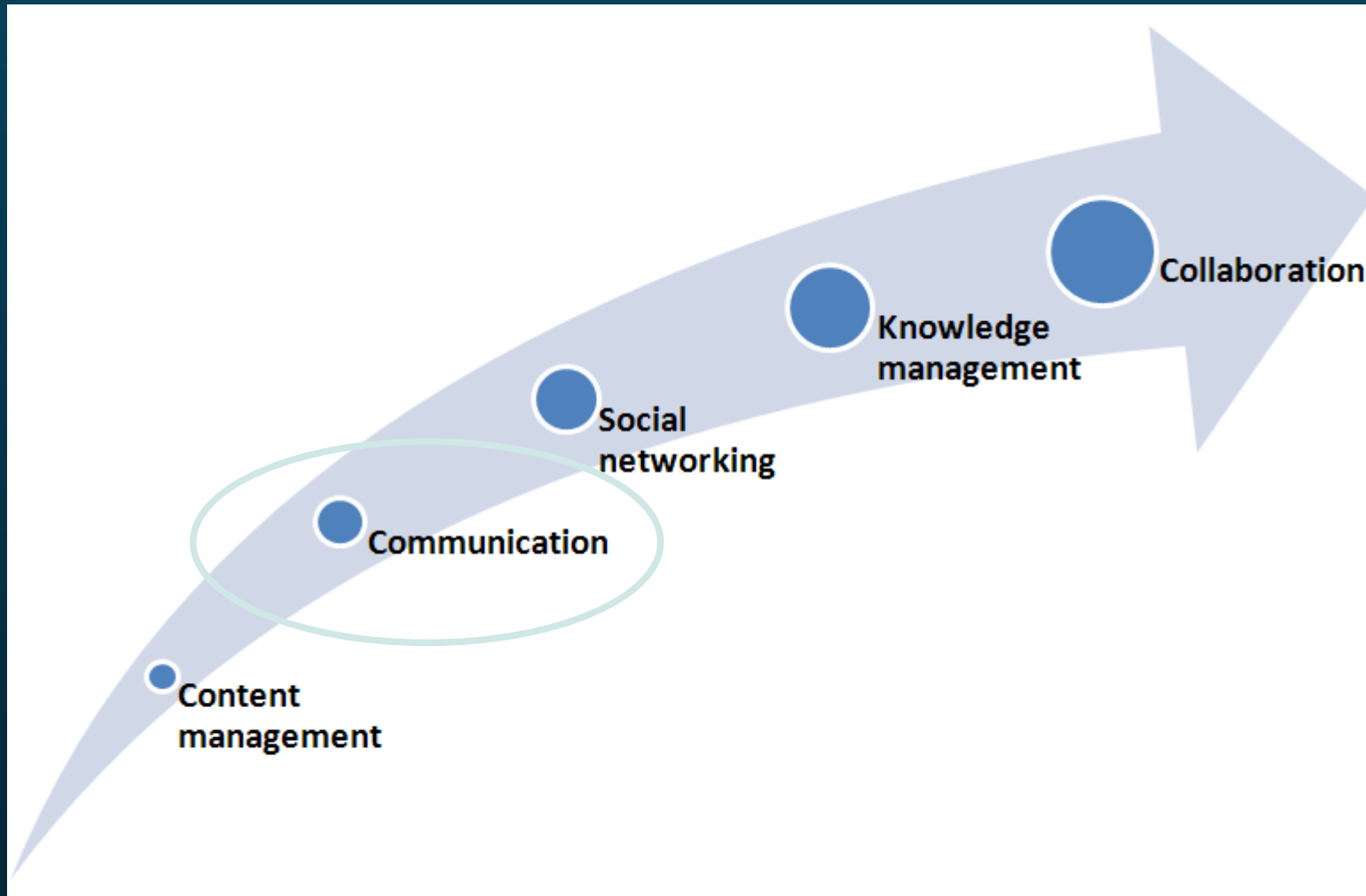
21-hp National Tractor Co. twin engine has plenty of power and torque handle tough mulching, mowing, and bagging conditions

one-piece frame is constructed of 10-gauge steel

Automatic transmission control for easy speed and direction changes on all surfaces

**Other web feed**

# ROAD TO COLLABORATION



# STEP 2: COMMUNICATION

- Up-to-date and rich content is now available

2.1 Create a two-way dialogue

2.2 Steer the conversation

2.3 Provide options





# 2.1 TWO-WAY DIALOGUE

- Communication is two-way
- User-generated content needs its place

Comments ...  
Blog posts ...  
FAQs ...  
Forum topics ...  
Tweets ...  
Videos ...  
Voting ...



- Respond and participate

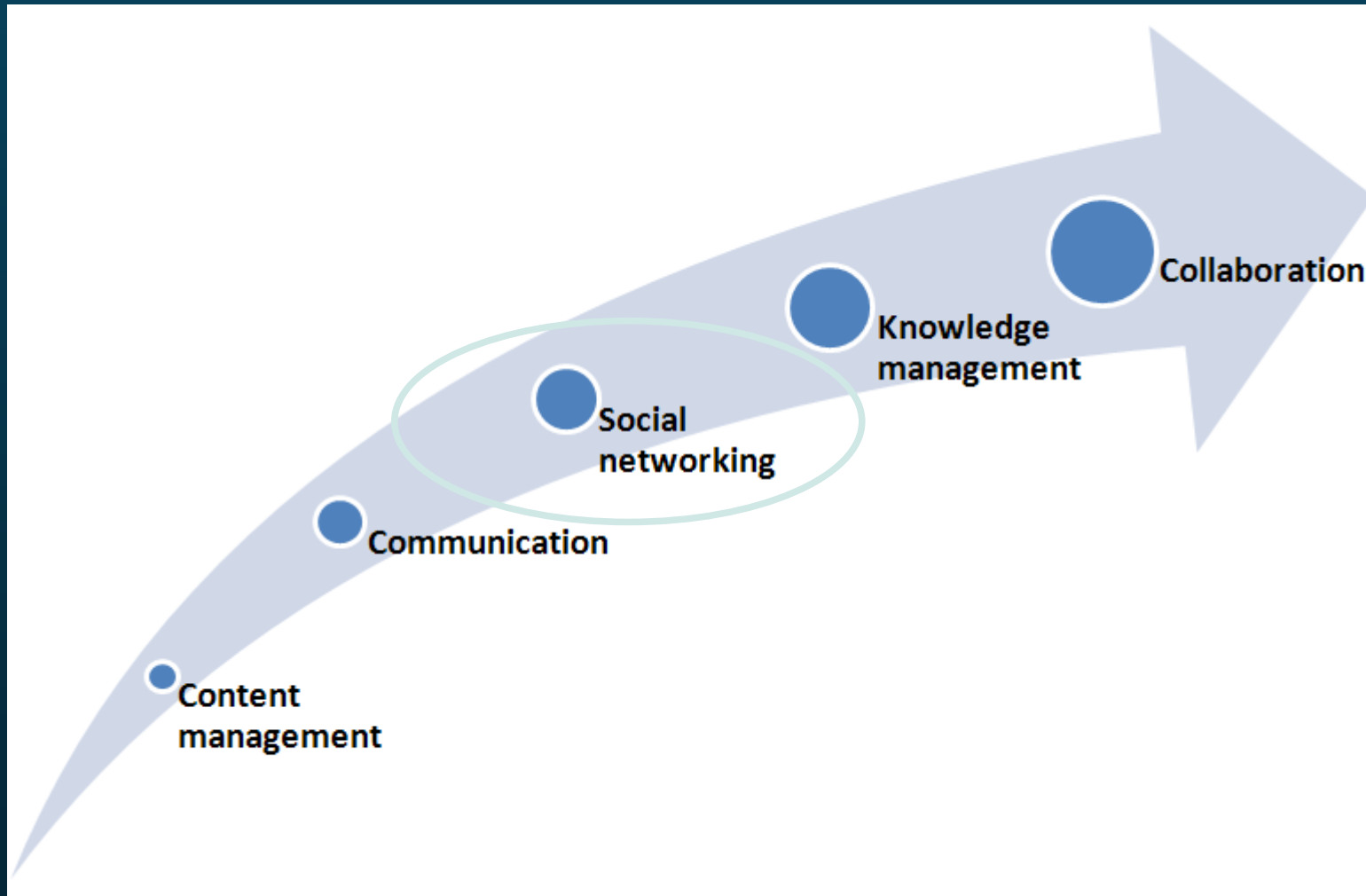
# 2.2 STEER CONVERSATION

- Don't control it, guide it
- Inject your corporate messages
  - Do it in a way to spark positive discussion
- Embrace user feedback
- Promote popular user-generated posts
- We can all take the wheel:
  - Communications department
  - Content publishers + management team
  - End users

## 2.3 PROVIDE CHOICE

- Everyone is different
- Multiple generations
- Varying comfort levels
  - with technology
  - with online social dialogue
- Forums, Tweets, Blogs, Comments, Voting, RSS feeds, Videos

# ROAD TO COLLABORATION



# STEP 3: SOCIAL NETWORKING

- More people now involved in the conversation
- Curiosity takes over...

Who is that? Why did he post that? Maybe she can help me?

- People will want to get to know each other

3.1 Set up an extensive user profile

3.2 Launch it and promote its usage

3.3 Build on it

# 3.1 USER PROFILE

- Model it after Linked IN
- Don't be afraid to create fields
- Experiment, see what works and what doesn't
- Allow avatars
- **Skills** and **Hobbies** are good places to start

# 3.2 PROMOTE SOCIAL NETWORKING



Announce it

Encourage it's  
use

Don't be afraid

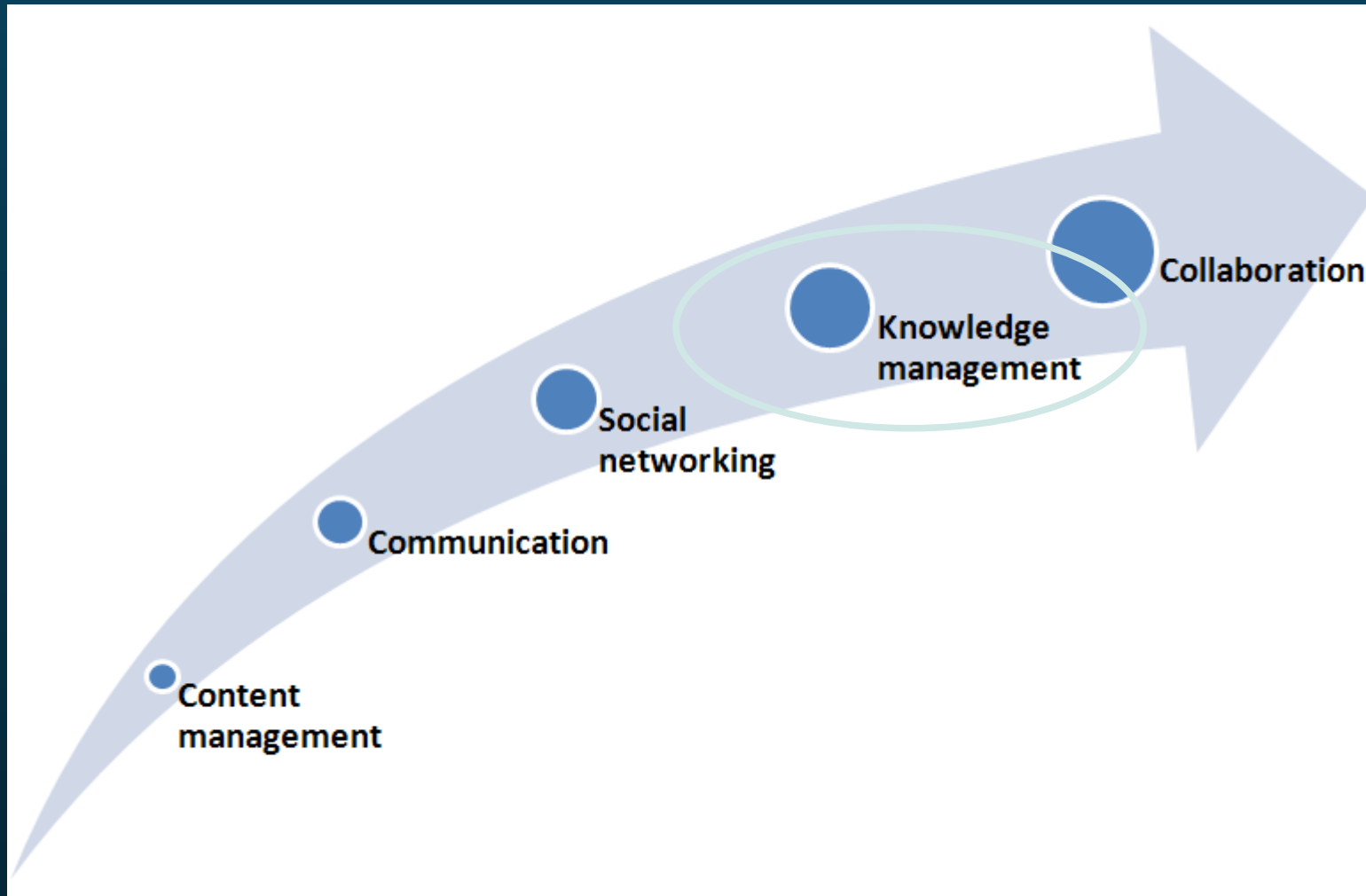
Time wasters will **always** find a way.

# 3.3 BUILD ON PROFILES

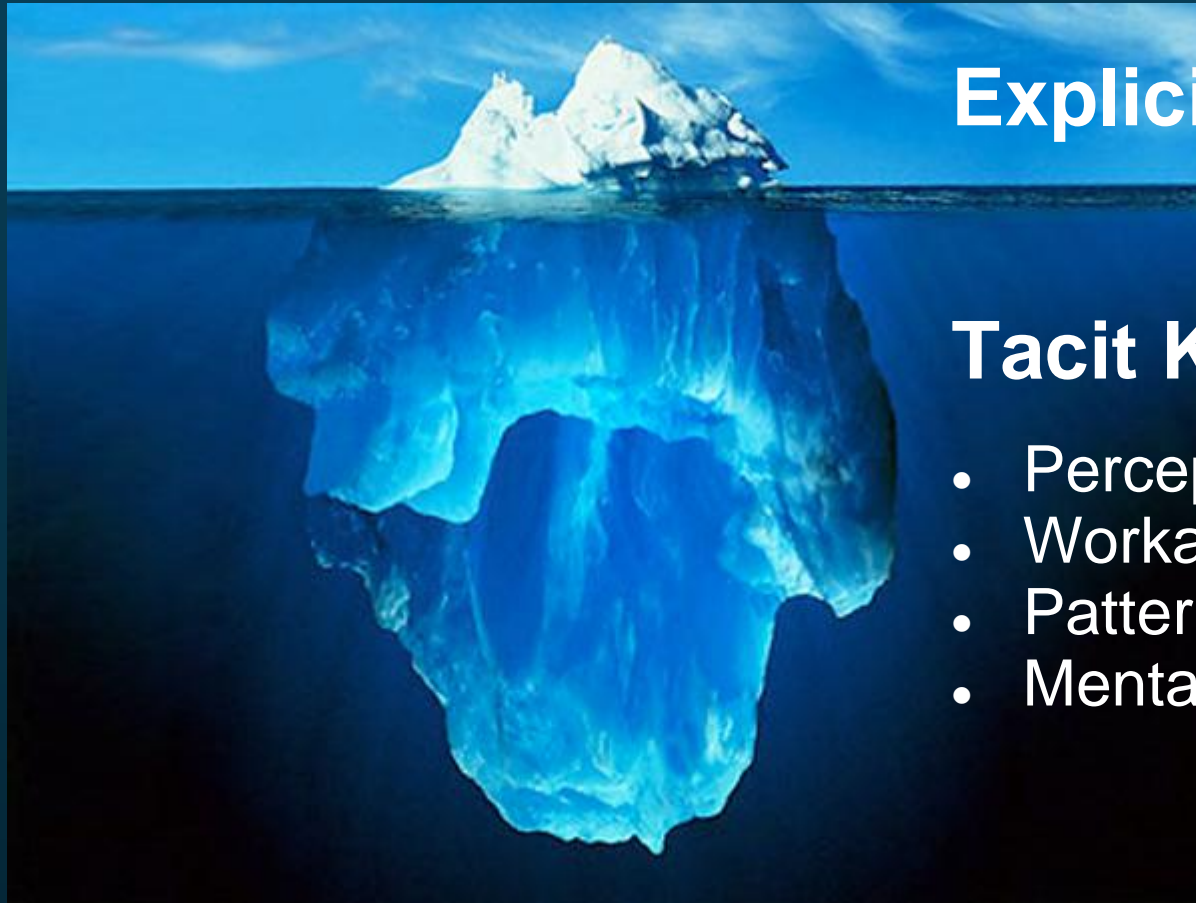
- Enable users to identify buddies/friends/colleagues
- Build an FAQ ecosystem!
- Automate mentoring!
- Use user badge system to push desired behaviours!
- Promote top users – pride is a huge motivator!
- Expose dynamic filterable lists based on user skills!
- Allow favourites to offer social bookmarking service!
- Hyperlink skills and hobbies into community spaces!



# ROAD TO COLLABORATION



# STEP 4: KNOWLEDGE MANAGEMENT



**Explicit Knowledge**

**Tacit Knowledge:**

- Perceptual skills
- Workarounds
- Pattern matching
- Mental models

# STEP 4: KNOWLEDGE MANAGEMENT

- By participating in the online discussion, users discover and identify tacit knowledge in other users
- This is the goal
- For the expertise that lies within to be utilized to its maximum potential

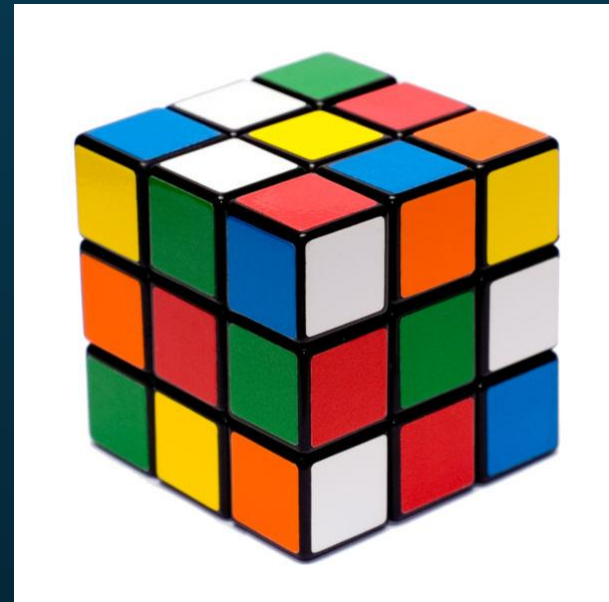
4.1 Allow its discovery

4.2 Identify it

4.3 Expose it

# 4.1 KNOWLEDGE DISCOVERY

- Provide users with a great search engine
- Widen the search index
- Capture analytics
- Use best bets
- Capture metadata. Lots!
- Empower users with content Rubix cubes



# E.g., GUIDED NAVIGATION

The screenshot displays a guided navigation interface on an e-commerce website. On the left, there are three filter sections: 'BRAND', 'GEAR CAPACITY (L)', and 'BEST USE'. The 'BRAND' section includes a 'Clear' button and a list of brands with checkboxes and counts: ABS (1), Amphipod (6), Arc'teryx (21), Backcountry Access (2), Black Diamond (20), Boreas (5), Burton (6), and CamelBak (67). The 'GEAR CAPACITY (L)' section lists ranges: 0 to 14.99 (97), 15 to 24.99 (101), 25 to 39.99 (138), 40 to 59.99 (80), and 60 to 124.99 (67). The 'BEST USE' section includes a 'Clear' button and options: Backcountry skiing (19), Backpacking (131), and Bike commuting & touring (10). On the right, four product listings are shown in a grid. Each listing includes a star rating, product name, price (current and original), a 'Compare' button, and a product image. A red arrow points to the 'CamelBak M.U.L.E. NV Hydration Pack - 100 fl. oz.' listing. The products are: 1) CamelBak M.U.L.E. NV Hydration Pack - 100 fl. oz. (4.5 stars, \$96.93, original \$130.00); 2) Arc'teryx Altra 75 Pack (4.5 stars, \$294.93, original \$425.00, Award Winner!); 3) CamelBak M.U.L.E. Hydration Pack - 100 fl. oz. (5 stars, \$74.93, original \$100.00); 4) Patagonia Atom Sling Pack (4.5 stars, \$45.00).

Brand	Gear Capacity (L)	Best Use	Product Name	Rating	Current Price	Original Price	Special Notes
CamelBak	0 to 14.99	Backpacking	CamelBak M.U.L.E. NV Hydration Pack - 100 fl. oz.	4.5 (11)	\$96.93	\$130.00	
Arc'teryx	0 to 14.99	Backpacking	Arc'teryx Altra 75 Pack	4.5 (18)	\$294.93	\$425.00	Award Winner!
CamelBak	0 to 14.99	Backpacking	CamelBak M.U.L.E. Hydration Pack - 100 fl. oz.	5 (14)	\$74.93	\$100.00	
Patagonia	0 to 14.99	Backpacking	Patagonia Atom Sling Pack	4.5 (8)	\$45.00		

# E.g., EXPOSED FILTERS

[Home](#) > [Administer](#) >

**Title**

Contains any word

**Author**

**Editor**

**Foreword**

**Year**

Is equal to

**Month**

- Any -


**Published**

- Any -

Apply

<a href="#">Nid</a>	<a href="#">Image</a>	<a href="#">Title</a>	<a href="#">Date</a>	<a href="#">Published</a>	<a href="#">Category</a>
16656 <a href="#">edit</a>		<a href="#">Enfrentando La Locura: Héroes Ordinarios en Tiempos Extraordinarios</a> By Amy Goodman and David Goodman Paperback, <a href="#">Haymarket Books</a>	March 2010	Yes	<ul style="list-style-type: none"><li><a href="#">En Español</a></li></ul>
16657 <a href="#">edit</a>		<a href="#">Estática: Gobierno, Medios de Comunicación y Resistencia</a> By Amy Goodman and David Goodman Paperback, <a href="#">Haymarket Books</a>	March 2010	Yes	<ul style="list-style-type: none"><li><a href="#">En Español</a></li></ul>
16651 <a href="#">edit</a>		<a href="#">North Star: Challenging the Power</a> By Peter Camejo Paperback, <a href="#">Haymarket Books</a>	January 2010	Yes	

# 4.2 KNOWLEDGE SPOTTING

- **Go where the people are**
  - **Find where its happening**
  - **Look at comments/votes**
  - **Users will flag it**
  - **Leverage analytics**
  - **Ongoing**
- 
- A large, faceted diamond is the central focus, resting on a pile of dark, rough, volcanic-looking rocks. The diamond is highly reflective, showing many facets and a bright highlight. The background is a dark, gradient sky, suggesting a sunset or sunrise. The overall scene is dramatic and emphasizes the contrast between the refined diamond and the rough, unprocessed rocks.

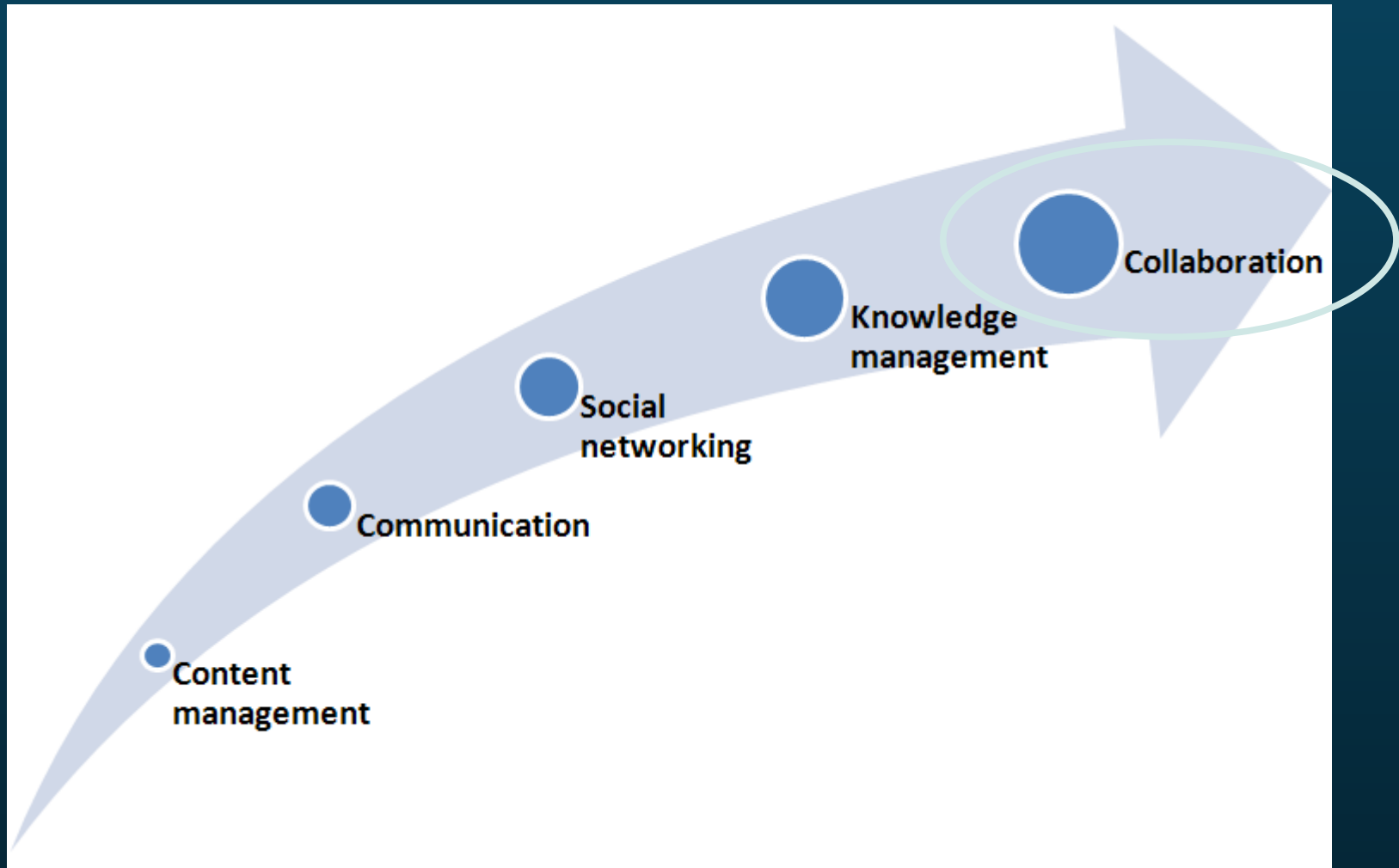
# 4.3 KNOWLEDGE SHARING

- Create new dynamic views when **gaps** are found
- Expose **data** points (hits, votes, # comments)
- Push user-generated content to **front pages**
- Have articles or announcements **written**
- Be **creative** and **open minded**





# ROAD TO COLLABORATION



# STEP 5: COLLABORATION

- You've made it.
- Connections are happening
- Knowledge is being shared

5.1 Let it happen

5.2 More tools can help

5.3 Enable collaboration spaces



# 5.1 OPEN COLLABORATION

- Users will naturally engage in activities to produce something
- Open collaboration is:
  - **Egalitarian**
  - **Meritocratic**
  - **Self-organizing**

# 5.2 COLLABORATION TOOLS

- Chat or instant messaging
- White-boarding
- File sharing
- Video/teleconferencing
- Electronic document management systems
  - shared folders and shared authoring
- Wikis
- and more...

# 5.3 COLLABORATION SPACES

- Expand and enrich topics of interest (COIs)
- Improve tradecraft
- Solidify teams
- Public, controlled, or private
- Can have own features and functionality



# **B) SELECTING A PROVIDER AND WEB TOOLS THAT SUIT YOUR NEEDS**

# THE LANDSCAPE

- The Real Story Group (formerly CMS Watch)

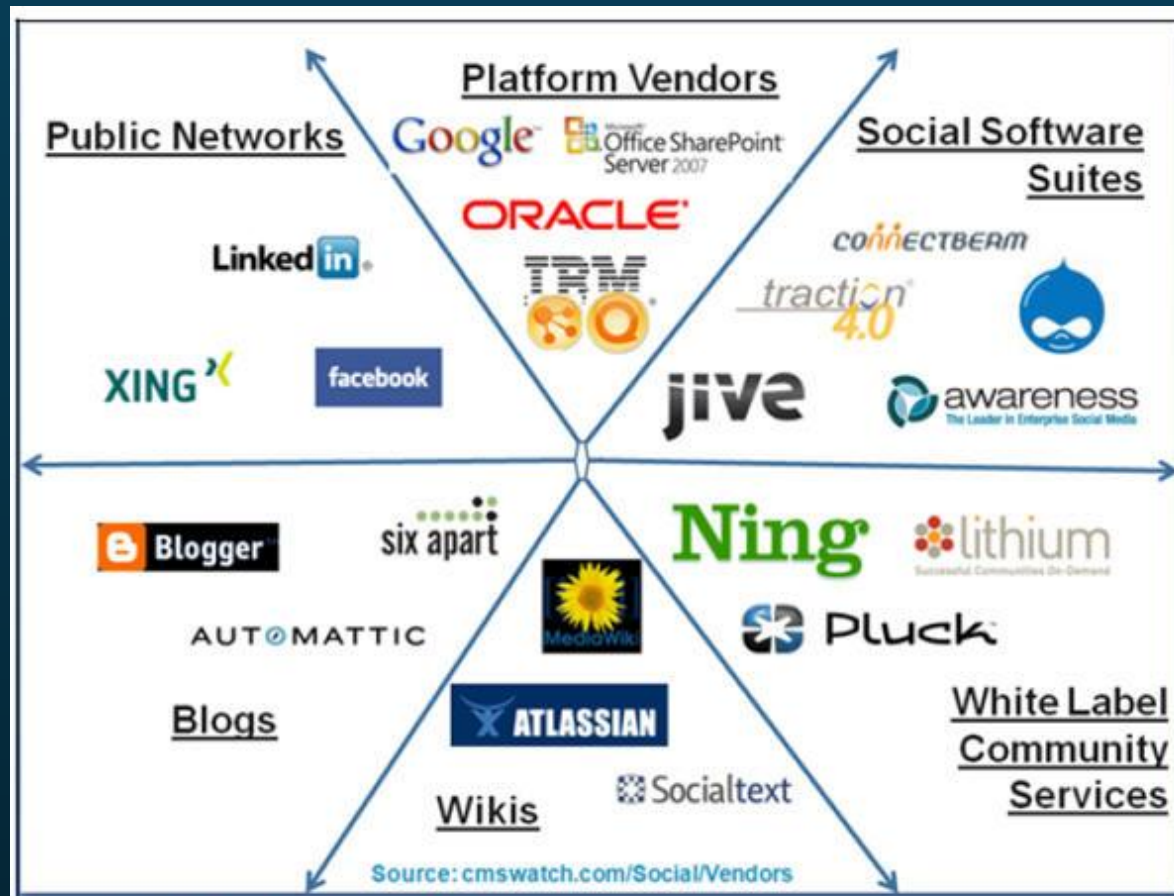


Figure 4. The Social Software Marketplace.

# MAJOR PLAYERS



For a full list: [http://en.wikipedia.org/wiki/List\\_of\\_content\\_management\\_systems](http://en.wikipedia.org/wiki/List_of_content_management_systems)



# THINGS TO CONSIDER

- Your needs – assess based on scenarios
- Test out various tools – find the right fit
- Who's in charge ? Communications... IM... IT...
- Resident expertise and/or existing licenses
- Partner technology
- Open source movement
  - Either way, it will still take time and people
  - Open source typically saves you 15% of costs

# C) BENEFITS OF A SOCIAL INTRANET

# BENEFITS

- Real-time capture
- Raw and user-generated
- Online and search-able
- Aligned with new generation preferences:



*The future of  
your organization is  
in their hands.*

# D) ENSURING QUALITY CONTROL THROUGH OVERSIGHT

# CONTROL

- Role-based access control
- Training required for certain roles
- Content publishing work flows
- Automated business rules:
  - Auto-expiry
  - Mandatory metadata fields
  - More!
- Reports and analytics

# QUALITY

*Too much control  
WILL  
stifle quality.*

# PASSIVE CONTENT MODERATION

- Trust but verify
- Let users do it!
- Flag as inappropriate links
- Do your own spot-checking
- Put someone in charge



# ETHICS REVIEW COMMITTEE

- Set up a review committee
- Publish a Netiquette guide
- Develop your in-house process
- Base decisions on organizational values





# THANK YOU

[jayson.peltzer@gmail.com](mailto:jayson.peltzer@gmail.com)  
[www.jaysonpeltzer.com](http://www.jaysonpeltzer.com)  
[@jaysonpeltzer](#)