Helping organizations collaborate, communicate, and learn

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Outline

- The problem of organizational intelligence
- Four ways that technology can help
- How Intraspect works, with example applications
- Lessons learned
Organizational Intelligence

You Can’t Schedule Stupidity
by Scott Adams
People are smart.
Organizations aren’t.

- Humans evolved to thrive in small groups.
- The world has changed.
  - Virtual teams are globally distributed
  - Teams organized for rapid response
  - Large, multidisciplinary teams
  - Groups cut across family (org chart) and clan (company).
- Our brains haven’t.
How well do organizations think?

- **Scale:** Are large groups as effective as small teams?
- **Learning:** How long does it take for new people to come up to speed?
- **Memory:** Does knowledge walk out the door when someone leaves?
- **Communication:** How well do large teams coordinate with clients or partners?
- **Agility:** How quickly can the organization respond to changing events or threats?
What can technology do to help?

1. Better sensing and reacting systems
2. Better internal communication
3. Better external communication
4. Better memory

Cognitive aids for the thinking organization
1. Better Sensing Technology

Problem:
- Individual eyes and ears are limited.

Technology:
- Better eyes & ears:
  - Search agents
  - Analytics
- And Better Signal Propagation
  - Automatic Notification

The evolutionary advantage of the herd
2. Better Internal Communication

Problem:
- Electronic analogs of meeting rooms, hallways, and telephone calls don’t scale
  - too many voices
  - email overload
  - you can’t talk to everyone

Technology:
- Computer mediated communication

The traditional approach
Computer-mediated communication

- Point to point email
- Mediated Email (threaded discussion)

Hybrid Model

CC to a shared place
Reply All
Search and read history

Mediation with alerting

Automatic Alerting
3. Better External Communication among Organizations

**Problem:** Relationships among organizations are maintained by personal relationships - which don’t scale!

- Nobody knows what everyone knows about the client’s needs
- No basis to enforce commitments

**Technology:** Client and service teams work together in a shared space

- Transparency of Ideas, communications, commitments, deliverables, and status
- New people can quickly come up to speed on the account
- Long term campaigns can be planned and executed
4. Organizational Memory

Problem: Access to a global knowledge source that is complete and up to date.
- Portals distribute published content
- Much organizational knowledge is embodied in “informal” content.
- Published content is expensive to keep current.

Technology: Organizational Memory
- Stores all forms of knowledge work in common repository
- Associative retrieval allows learning and discovery
- Memory grows as a by-product of work
Putting it all together: The Intraspect Model

- **Collaborative Workspaces**
  Places to work effectively in large, cross-organizational communities.

- **Search and Notification**
  Make it easy to learn from the information used and created by people throughout the extended organization.

- **Enterprise Knowledge Base**
  Capture everything done on-line, by all groups, in the context of work.

- **Integrate Business Processes**
  Structure collaboration with type-specific metadata, workspace designs, and repeatable processes.
Example Applications

1. Better sensing systems
   ➔ Rapid response teams
2. Better internal communication
   ➔ Accelerating idea flows
3. Better external communication
   ➔ Client extranets
4. Better organizational memory
   ➔ Enterprise Knowledge Management
Better Sensing Technology: Rapid Response to Competitors

Agent monitors competitor web site

Alert sent to account team

Rapid Response team formed

Response Delivered

Management and client are informed

Benefits:
- Cycle time reduced from 30 days to 5
- Clients in the loop
Better Internal Communication: Accelerating Idea Flows

Managing strategic accounts for institutional investors

Mediating the communication within groups accelerates idea flow to client.

Benefits
- Greater customer loyalty
- Increased customer profitability
- Enhanced cross selling
Better External Communication: Client Extranets

Advertising, PR, and Consulting Services

Benefits
- Win and sustain global accounts
- New employees ramp up quickly
Better organizational memory: Enterprise KM

Sharing expertise in a chemicals research firm

What they built

- Global intranet for global operations
- R&D teams collect and share
- Rapid response teams to resolve complex customer issues

Benefits

- Avoided 3 redundant projects in the first year ($100-300k)
- Knowledge capture led to fewer consultants when people left ($$)
- New employees ramped 25% faster
Organizations need technical help.
Technology can help with sensing, internal communication, external communication, and memory.
Intraspect offers these technologies integrated in solutions that address business problems.

But how to make it work for real people?
Why It Works, In Principle

Everybody benefits.

discover

contribute

share/discuss

Enterprise Knowledge Base

Collaborative workspaces

keep informed

disseminate

re-use!
Why would sales teams work together on line?

• It’s as easy as email to contribute or be informed.
  – Get real time tactical info delivered by mail
  – Mail in call reports from the field

• Distributed sales teams can stay coordinated on proposals and strategy.
  – Instead of voicemail tag and meetings

• They can get high quality information from experts, in a service relationship.
  – Without knowing someone in Marketing
An Adoption Success Story

Intraspect is used at Sun for:

- Account Management
- Opportunity Management
- Proposal/ RFP generation
- Project/Service delivery
- Product Launch
- Partner collaboration
Factors in successful adoption at Sun

- Provide individual benefits
  - Find ways to leverage “self interest”
- Establish a service relationship with users
  - Design for participation
  - Listen to them and adapt
- Integrate with existing business processes and infrastructure
  - e.g., Make it part of the portal initiative
Lessons Learned: What Works, What Doesn’t, and some Intraspect Special Sauce
Lesson 1: Dedicated solutions are better than empty rooms.

- Tailored for business processes
- Mix of structured and unstructured data
- Workspace-specific tools and subfolders
Lesson 2: Email is a user interface.

- Capture conversations
- Remote control via email
- Check-in by mail
Lesson 3: To get value from information, Context is King

- **Context of creation**
  - In what business context is information created?
  - *Composite applications?*

- **Context of delivery**
  - How is it delivered, with what other information?
  - *Portals? Integrated content delivery?*

- **Context of use**
  - How is knowledge created and reused?
  - *DM Analytics on usage data?*
What does not work?

- Marketing, selling, or deploying the product as a *generic tool*.  
  - Need business processes to drive value, which enables generic use.

- Leaving usability as a detail for the field  
  - It takes an investment in time, a sustained effort, and expertise.

- Going it alone.  
  - Collaboration and KM are part of a rich ecosystem of enterprise software.
Parting Thought:
Not a Field of Dreams

“If you build it, they will come.”

“If they use it, it will build itself.”
Thank you!

- For giving Intraspect a chance to grow and become part of something huge.
- For the opportunity to address you today
- For your attention and interest

QUESTIONS?