

5.IE Singapore

Leveraging Web 2.0 to influence KM behaviour

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Background

IE Singapore is a public sector organisation with a mission to promote overseas growth of Singapore-based enterprises and international trade. IE has a presence in over 30 locations worldwide. IE officers work on real-world, knowledge intensive issues focusing on a wide range of industries and global markets.

As a result of a comprehensive knowledge audit in 2007, IE embarked on a journey to revamp its KM system to make the entire knowledge life-cycle (creation, capture, sharing, reuse and leverage) to be as much a 'part of the workflow' rather than an 'extra effort'.

Enter Web 2.0

Web 2.0 tools such as Wiki, Blog, Discussions, personal sites, team spaces, tags & metatags were identified to help make knowledge life-cycle to be intuitive and blend with everyday work.

Along with other enablers such as centralised document repository and enhanced search features, these tools would promote sharing of structured and unstructured knowledge as well as facilitate task-based collaboration across the organisation.

The ultimate aim is to use Web2.0 collaborative tools to "shape and influence officers' KM & collaborative behavior".

How we did it?

- A new KM system with all these tools was rolled out in a brand new intranet portal.
- Departmental shared-drives are being migrated to a centralised document library in the portal.
- All workflow items such as approvals, reminders, task-lists and subscriptions to wikis, forums, blogs and RSS – are all diverted away from email to 'virtual in-trays' in each users' personal sites.
- While email will still prevail as a means of communication, all collaborative efforts are being focused on the new intranet.

Where are we now?

The new intranet portal was launched to 4 pilot groups in July 2008. Any new piece of knowledge captured by the pilot users in the form of Wikis, Blogs or documents is already visible to anyone in the organisation. There is a high level of user anticipation from the upcoming user groups to go onboard and connect with the rest of the organisation.

Key lessons that we learnt so far:

- KM works if everyone owns it, if it's part of workflow & if it improves everyday work.
- Web2.0 and other collaborative tools greatly help to fuse the everyday workflow into the knowledge lifecycle seamlessly – without much of a deliberate effort by the users.
- Unlike in the internet, each contribution in a corporate Web 2.0 environment bears the name of the contributor - anonymous abuses doesn't occur here.
- Web 2.0 brings unprecedented collaboration levels – any large scale deployments of such tools need to be supported by comprehensive change management

Want to hear more?. Come on down to my sharing session at the KM café, let us share and learn from each other!

Insights and lessons learned from case study discussions

1. Technology and people and culture must work hand in hand for KM success.
2. Keep it simple and make blog and wiki part of normal work.
3. The model and tools techniques deployed to a certain extent are dependable on the user group. By wiki, blog and forum are largely used in IE with the generally “Y” generation workforce there.
4. Does staff profile make a difference to web 2.0?
5. Multiple tagging of content in different contexts facilitates search.
6. ‘Heavy’ moderation of web based sharing disincentivises sharing.
7. The information cross reference all over.
8. Support on all levels of organization is crucial and KM should work in the way you work.
9. All documents in document library and all staff are trusted to share .
10. Does young staff make it easy for higher adoption?
11. CEO’s and senior management support is critical.
12. The context of the organization plays a part in the need of KM.
13. Policy set that no network drives can be used to store documents as all documents are to be stored in the document library in new intranet.
14. Learnt about some proxy measure to assess the new intranet (sharepoint 2007) (web 2.0).
15. Pace the roll out of Web 2.0 tools – flame to fire.
16. Use of blog, wiki and forum to capture unstructured knowledge. Generally no moderator (free for all) but implicit tracking at the backend is not publicized.
17. Need to consider culture of organization and may not suit all organisations.
18. KM Measurement is difficult for KM projects.
19. Good point on the tapping of taxonomy.
20. Getting buy in from users is a huge challenge..
21. Volunteers are better than coercions.
22. Integrate knowledge into colleague’s existing work.
23. Simple and effective for unstructured knowledge.
24. Putting share folder in portal to force people to use it is a good way of transferring and sharing knowledge.