

Engaging employees through intranets

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Sam Marshall

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- Former Global Portal Implementation Manager – Unilever
- Comms, KM & IT background
- Intranet Benchmarking Forum Associate

ClearBox Consulting

- Intranet strategy
- Intranets for effective communication
- Making the most of Web 2.0
- Effective team collaboration

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Coming up...

- Helping your intranet thrive
- Creating dialogue with your people
- Common mistakes



Interlude #1: a quick survey



With the person next to you:

- Describe 2 things that work really well on your organisation's intranet
- Describe 2 things that you would like to change

Its good to
learn from
your
mistakes...



...but it's a
lot cheaper
to learn from
someone
else's

10 ways to kill your intranet



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1. Make it all global\corporate

- Focus on big deals, high-level strategy, things in Head Office
- Give everyone the same homepage
- Always use the 'corporate' tone of voice



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2. Make it unreliable

- Unstable
- Slow
- Randomly lose people's work

- Outdated content
 - no creation \ expiry dates
 - no owner
- Conflicting content
 - Which policy version?



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3. Make it just comms

- Rely on people wanting to read news every day
- Make them go some other place for:
 - Expenses
 - Travel
 - Room booking etc.
- Don't let work get in the way:
 - Finding people \ skills
 - Simple workflow
 - Collaboration



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Sales Home - Microsoft Internet Explorer

Address: http://server/ntas/delacentral/sales/sales.aspx

Home Sales Inventory Earnings Configure Site Settings Help Up to Contoso

Vitamins Team Portal

Project Dashboard

Project Web Access View my tasks

| Task Name | Work | % Work | Actual Work | Remaining Work |
|-------------------|------|--------|-------------|----------------|
| 1000-000 Drive | 100 | 66 | 66 | Act. |
| New Product: 1000 | 100 | 66 | 66 | Act. |

Sales Highlights

| Highest Revenue Customer YTD | Top Salesperson this period | Highest Sale | Revenue |
|------------------------------------|-----------------------------|---|--|
| Winn Manufacturing \$111,079.89 | Paul West \$481,075.64 | Period 4: \$74,910.65 YTD: \$74,910.65 | Period 4: \$25,624.00 YTD: \$1,713,401.00 |

Sales Items - Best Sellers

Best sellers on quantity

| Item | Description | Class | Sales Amount | Quantity | Margin |
|---------------|--------------------------------|-----------|--------------|----------|-------------|
| 1000-0 | Green Phone | | \$3,036.00 | 64 | \$204.00 |
| FA00-CAN-0000 | Canada FaxPhone 0000 | RETAIL | \$141,597.05 | 89 | \$73,102.21 |
| ACCS-RST-010K | Shoulder Rest-Deluxe Black | RETAIL | \$437.80 | 44 | \$237.80 |
| ACCS-CRD-12WH | Phone Cord - 12' White | RETAIL | \$407.95 | 41 | \$273.08 |
| ACCS-RST-01WH | Shoulder Rest - Deluxe White | RETAIL | \$349.25 | 35 | \$193.00 |
| PHON-ATT-63BL | Cordless-Attractive 6362-Blue | AT&T CORD | \$4,748.75 | 25 | \$2,421.50 |
| PHON-ATT-63WH | Cordless-Attractive 6362-White | AT&T CORD | \$4,558.80 | 24 | \$2,346.90 |
| REPR-TWO-0002 | On-site Repair | | \$803.88 | 23 | \$803.88 |
| ANSW-PAN-1450 | Panache KO-T1450 answer | RETAIL | \$2,308.95 | 21 | \$1,253.70 |
| ACCS-HDS-1EAR | Headset-Single Ear | RETAIL | \$1,519.05 | 19 | \$795.82 |

4. Make it one-way

- Only let Comms professionals write content
 - Other people might say something wrong
- If you ask for feedback, make it general
 - ...and only every 2 years
- Don't let employees talk about their concerns
 - it only causes trouble



5. Just let it grow

- Let the intranet find its own purpose
 - Its just like email
 - IT will sort it out
- Let it grow as people see fit
 - Strategy just slows things down
 - People are too busy to manage it
- Be sure to include the latest buzz technologies
 - Wikis, blogs, podcasts
 - SecondLife



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A good intranet strategy...

- ✓ Sets out how the intranet supports the **organisation's** strategy
- ✓ Has clear, time-bound milestones
- ✓ Drives the technology choices, not the other way round
- ✓ Gives people freedom to create content without creating headaches

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6. Hide all the good stuff

- Structure content by who provides it
- Put a big “search all” box on the main page
 - But only index a few sites
- Keep the best bits on your C:\ drive
 - Email the whole company if a document ever changes

Why finding stuff is hard...

- Poorly structured sites & page layout
- Poor search engine
 - Doesn't search everything
 - Results badly presented
- Search is much harder than on the Web
 - Fewer providers – more gaps
 - Lots of similar hits
 - Content in documents, not web pages

7. Create information overload

- Why have one intranet when you can have 1000's?
 - Keep your old sites 'just in case'
- If there is an announcement
 - Print it in your magazine
 - Scan it to put on your intranet
 - Tell people you've done this by email
 - Ask all managers to cascade a reminder to their teams



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8. Exclude half your workforce

- Don't worry about factory people
 - They're probably not interested
 - Ensure all online processes can still be done on paper
- Don't worry about mobile workers
 - They can always dial-up on a Friday night



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9. Assume you know best

- Don't ask the user
 - They'll only complain
 - If they don't like it they can email "intranet@org.com"
- Choose the interface design that you like best



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and finally....



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10. Make it look lively

- Put everything you can on the home page
 - Nothing should be more than 1 click away
- Use bright colours to make important things stand out
 - And **bold**
 - **AND CAPS**
 - **AND ANIMATION**
- If people miss things
 - Put it in the magazine...
 - Send an email....
 - Tell managers to cascade....



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Thank You

Questions?



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ClearBox Consulting

- Intranet strategy – a roadmap for the future
- Intranet reviews – what do you need to change?
- Finding stuff – intranet structure & design
- Intranets for collaboration

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