

Title of Case:

Singapore Public Sector Organisation: Intranet Revamp to Support Information Access

Presenter's Name, Position and Organisation:

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The Background and Purpose of the KM Effort in the Case

Intranets are increasingly being acknowledged as being the heart of the organization in terms of information and knowledge sharing. Hence the rise in the number of intranet revamps in the recent years. The companies in this case study had similar intranet visions of easy access to information, knowledge sharing, collaboration and communities.

Here are some stats on these projects:

- Size of staff affected: 800-2000
- Size of current repository: 500-3000 documents
- No current team looking after the intranet
- KM department or IT department driving the effort
- Technologies in use: clearly Web1.0 (in many cases, Web0.5)

What You Did

Intranets are human systems. And the challenge is to help the stakeholders and the staff see it as such. Much of our initial work went in crafting out a change management plan that focuses on self-awareness.

Here is what we did:

- Take stock of the current situation (research, stories, perceptions...)
- Get buy in from the different departments on the change (new design)
- Put in the proposal to build an intranet team
- Identify projects or situations that could be used as pilots of knowledge sharing or communities
- Identify business processes that can be tweaked to spark collaboration
- Keeping communication channels open throughout the project
- Putting a governance plan in place

Lessons Learned

Acknowledging intranets to be human systems, we expected the same challenges that face change in everyday life. Here are some of them:

- The leadership does not provide a clear direction
- Some don't get it or buy in
- Nobody is championing the change from the inside
- There is no time to dedicate to understand the change
- The effort is too much

If I were to do things differently, I would space out the project such that there is enough time to discuss and debate the change. I would also put in more comprehensive governance plan that focuses on not just supporting the change but also constantly widening its scope.

Impact and Benefits

Many of these initiatives have just started, so it too early to say if they are working or not. But the entire process of design was viewed as an educational journey. The client learned more than a few things on being service-oriented and the changes this stance requires. This includes constant negotiation with the management on change in people and processes. The view that intranets are a part of a significant change management program and not a systems implementation came through strongly.