



Leveraging Social Computing To Capture Tacit Knowledge

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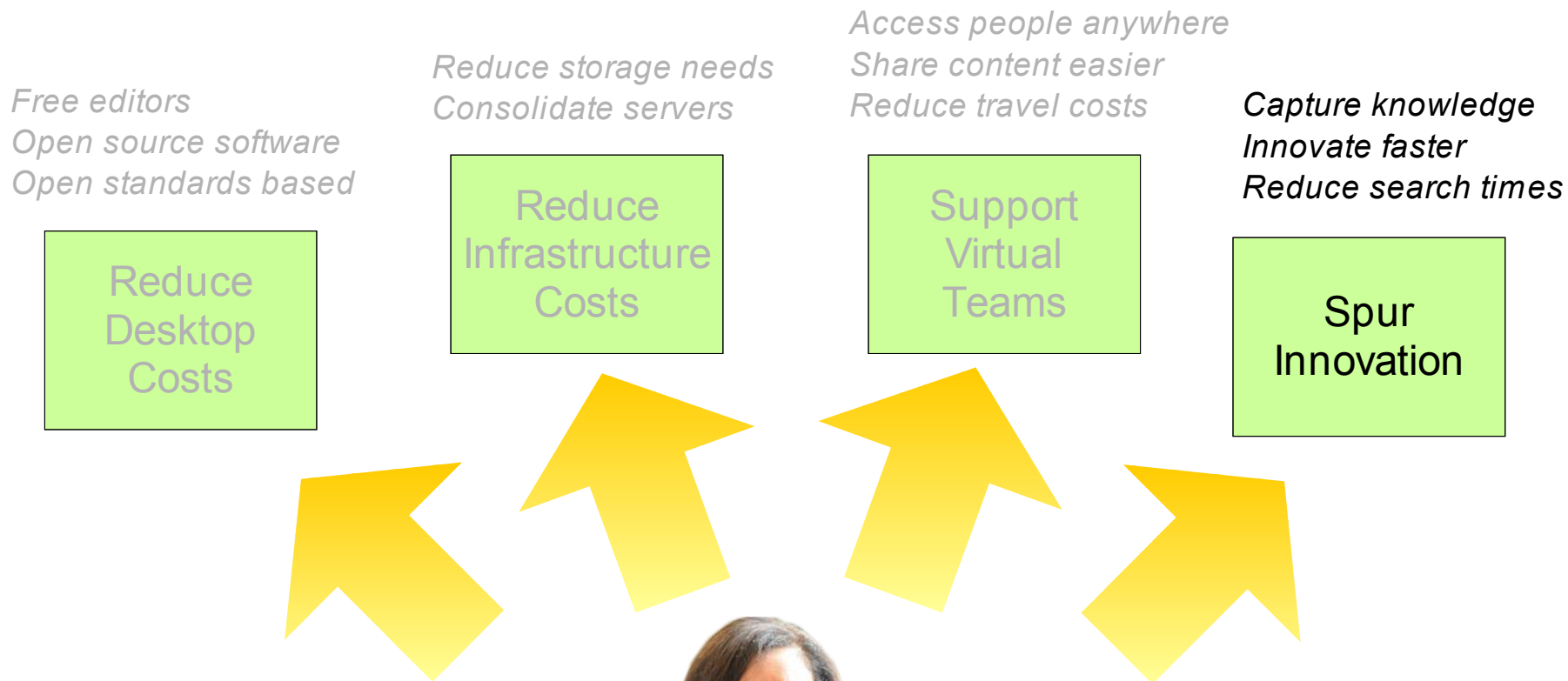
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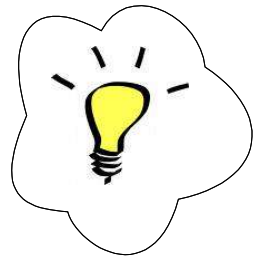
Enterprise Business – Roadmap For Smarter Collaboration



Most knowledge about our business is not written down...



QUIZ: How Much Of Organizational Knowledge Is Tacit?



← *Tacit* – knowledge within employees heads, and typically not written down



Codified or Externalized – knowledge that has been captured in print or magnetic format

■ 10%

■ 20%

■ 35%

■ More than 50%

■ Answer:

▶ 50-90%!

Teams And Individuals Need To Leverage Tacit Knowledge



My team is investigating some new concepts... But the information is hard to find

**Service Oriented
Finance VP
Strategy**



I need to come up with a new investment opportunity...

**Service Oriented Finance
Investment Banking**

Lotus Connections provides social computing services to leverage the tacit knowledge of your business



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The Knowledge Is Out There...

I need to come up with a new investment opportunity...



My town only permits new building projects if they are "green".....



We should package loans for development projects...



My city complains about an over-extended infrastructure...



My team is evaluating a business proposal for profitability...



I know an engineering firm that specializes in "green" development projects...



Challenge: Turn Tacit Knowledge Into Business Value

- Capture and search tacit knowledge
- Keep tacit knowledge current and vital



The Power Of Social Computing To Link And Discover

■ Facebook, MySpace and LinkedIn

- ▶ Enables communities of geographically remote friends
- ▶ Share life events

LinkedIn

myspace.com
a place for friends

facebook

■ eHarmony and Match.com

- ▶ Enables social networks for meeting and dating

eHarmony

match.com
love is complicated. match is simple.

■ eBay and Craigslist

- ▶ Enables communities of people interested in buying or selling the same things

craigslist

eBay

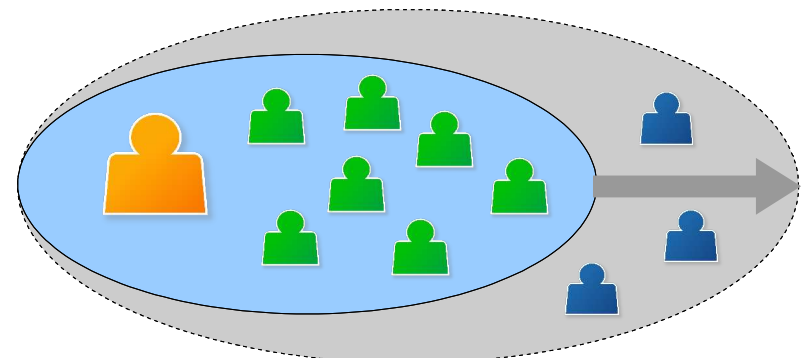
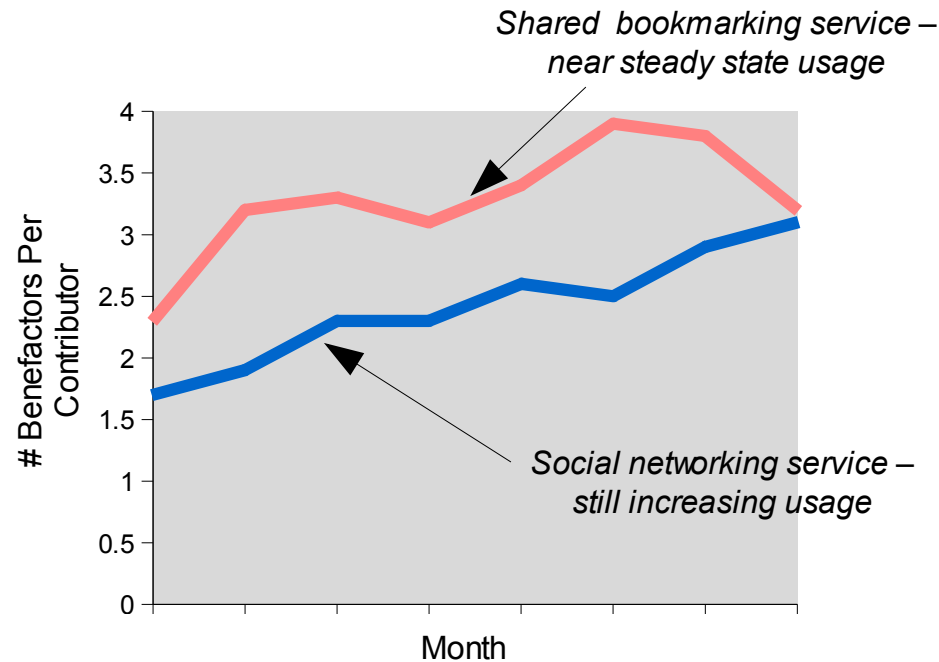
■ Twitter

- ▶ Enables constant contact on the go with friends

twitter

Use Social Computing To Leverage Tacit Knowledge In The Workforce

- For every one person who contributes knowledge, many people consume and benefit from that knowledge¹
- If social networks of workers can be broadened by 34%, business revenue will increase by 30%²



Expanding social network yields fresh, new information

¹"Return on Contribution: Measuring the Human Benefits from Enterprise Social Software", M. Muller, IBM.

²"Information, Technology and Information Worker Productivity", NYU, MIT, BU. June, 2007

I've done a lot of research on environmentally friendly development.

I am willing to share my knowledge with others. There could be business opportunities here...

Lotus Connections can help you connect with people who need your knowledge



**Service Oriented Finance VP
Commercial Development Lending**

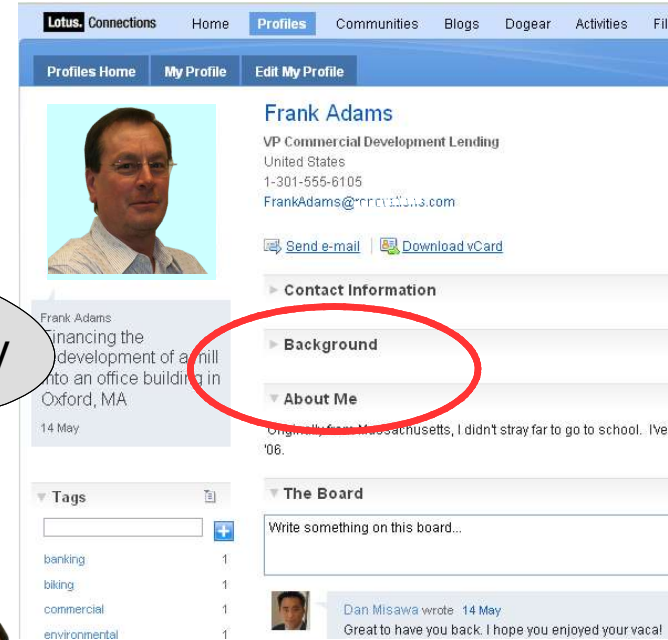


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DEMO: Make Yourself Visible

- Capture corporate personnel data and directory information in personal **Profiles**
 - ▶ Optionally add background information to identify additional skills
- Capture other personal information like close colleagues and daily status
- Use Tags as simple descriptors of personal skills and interests
 - ▶ Useful for others to search and to easily find you

I'll start by updating my skill set...



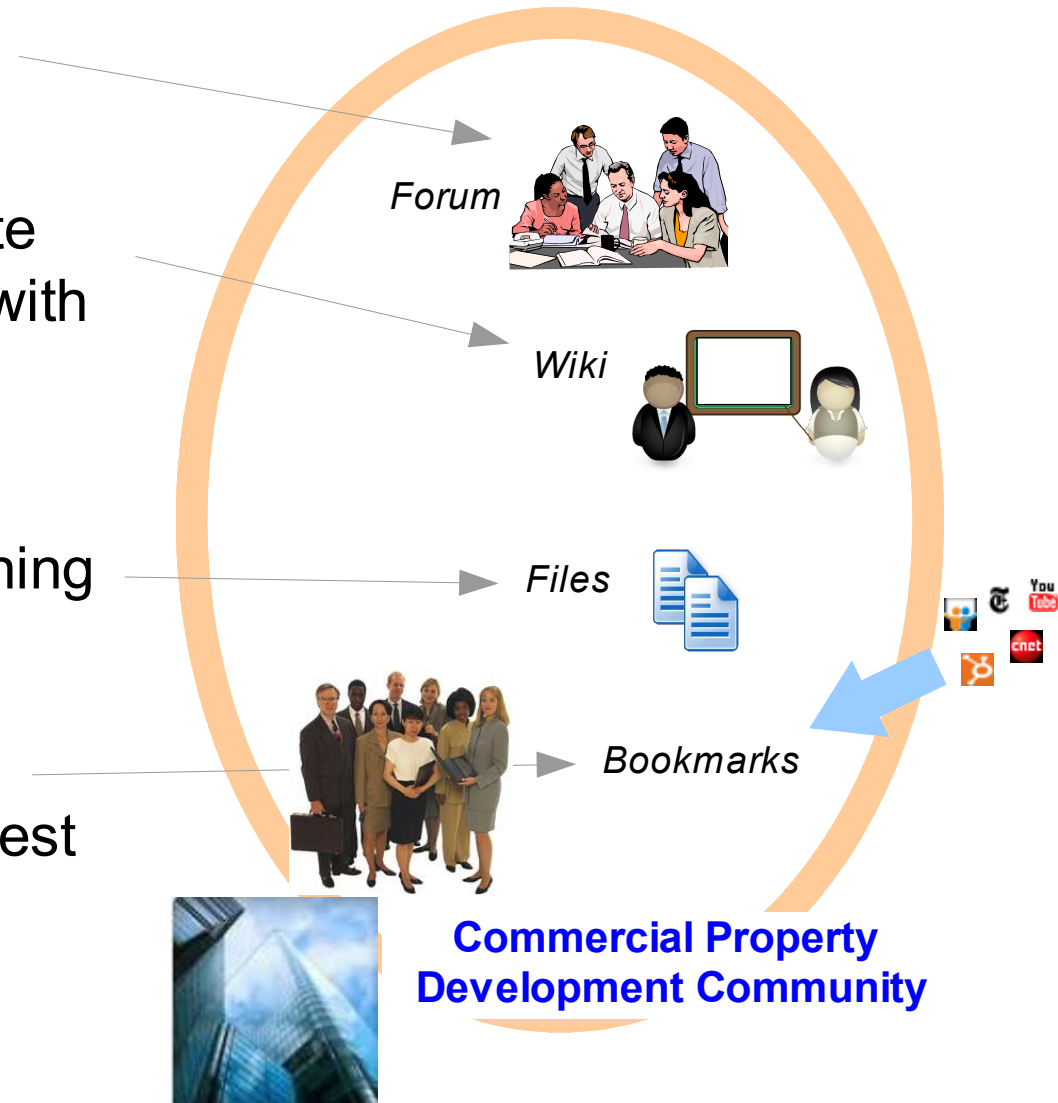
Communities Share Interests

- Collect knowledge and information from groups of people with a common interest, passion, or idea
 - ▶ The group is called a **Community**
- Communities are loosely organized
 - ▶ Voluntarily joined
 - ▶ Unstructured
 - ▶ Not necessarily defined by an objective or task
- The Community has many methods of capturing and sharing information



Capture Different Types And Forms Of Relevant Information

- **Forums** are virtual, open-ended discussion rooms
- **Wikis** act as a shared 'white board' for idea generation with colleagues
- Make personal **Files** more broadly available by publishing them to the Community
- **Bookmarks** are internal or external references of interest identifiable by a URL



DEMO: Contribute Tacit Knowledge

I've got ideas and research that others could use. I'll add it to our community...

Creates a bookmark to a good article...

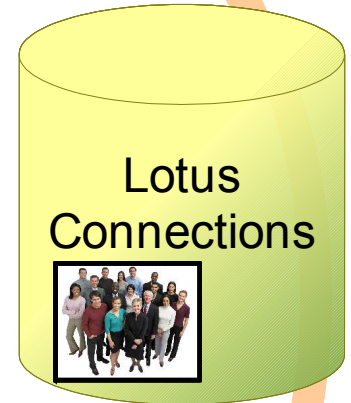
URL:	http://www.energycodes.gov/implementation/case_studies/new_york.stm
Tags:	green, building_codes

Uploads a file with my calculations...

 Commercial Loan Checklist.xls
Updated by Frank Adams Today 5:53 PM

 Energy Efficient Loan Approval Process
Frank Adams Today 5:55 PM Tags: approval_process, green, loans

Joins the brainstorming on the wiki...



Commercial Property Development Community



**Service Oriented Finance VP
Commercial Development Lending**



Personal Insights And Best Practices Can Also Be Captured

- **Blogs** capture personal insights for discussion and comment

- ▶ Add to those insights through feedback posted from readers

Here's my opinion...



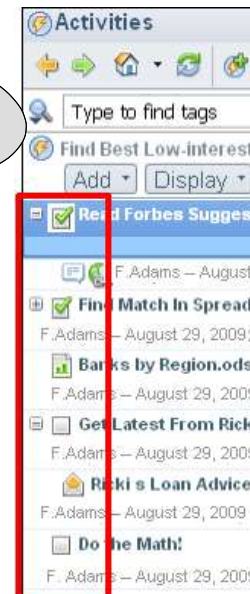
My Blog



- **Activities** capture best practices for use by others

- ▶ Simple, informal day-to-day task management
- ▶ Example: Steps to apply for environmental approval

I should save these steps for others to use...



Comments And Ratings Assess The Value Of Shared Knowledge

- Used particularly with Blog and Wiki entries
- Ratings give immediate sense of value of the captured information
- Comments provide an additional method to capture and add insight, evaluation and thought

Frank's Blog

*Four people Commented –
means more information
captured*

*Four “good” Ratings
gives a sense of value
of the material*



Talent Management in the New Economic Environment
F. Adams 14 May | Tags: smarter_wts economic talent crisis management | Comments (4)
Back in November, 2008, we published a white paper on The New Economic Environment: A Strategic Talent Management Approach - which has gotten some traction in the marketplace. Recently we have seen an uptick in the press related to how organizations should be...
from Blog: Smarter WTS BlogJam

Tags Are Descriptors Assigned To People And Information

- Tags are assigned by people
 - ▶ “Folksonomy” as opposed to predefined taxonomies
 - ▶ Particularly useful to search unorganized content
- Tag Clouds provide visual representation of tagged descriptions



A lot of people assigned the “banking” tag...




Tag Cloud

Traditional Keyword Search Not Always Useful In Finding People Or Information

- Crawlers search text by keyword
 - ▶ Keywords may have different meanings in context
 - ▶ Popular use of words may change over time
 - ▶ Not appropriate for non-textual context

- Results may or may not be relevant
 - ▶ Users forced to examine each search result
 - ▶ Some relevant content may not be found
 - ▶ Time-consuming and inefficient

Example



APEC Electronic Individual Action Plan (e-IAP)

HOME BROWSE ADVANCED BROWSE SEARCH DOWNLOAD IAP CONTACT LIST GLOSSARY FORM

Keyword Search

This feature enables you to search IAP information by using keyword. You may use either 'and' or 'or' to define your search scope.

For the downloading, please go to the feature [Download IAP](#)

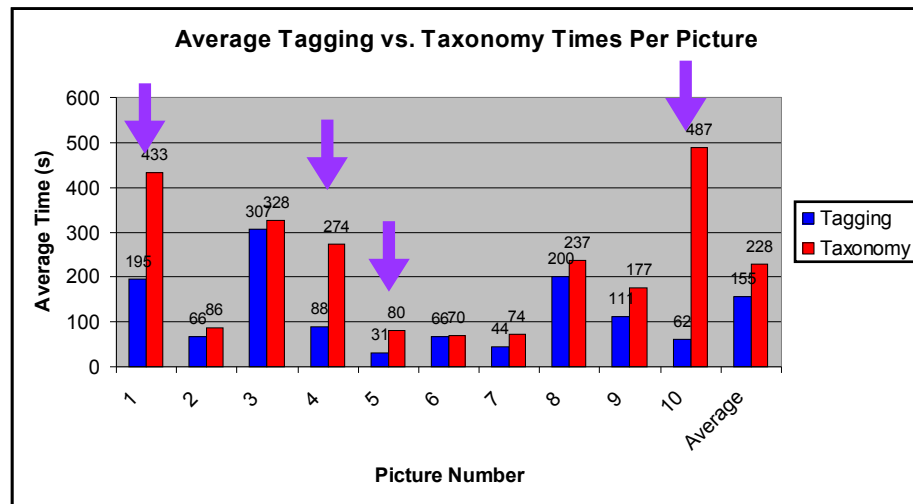
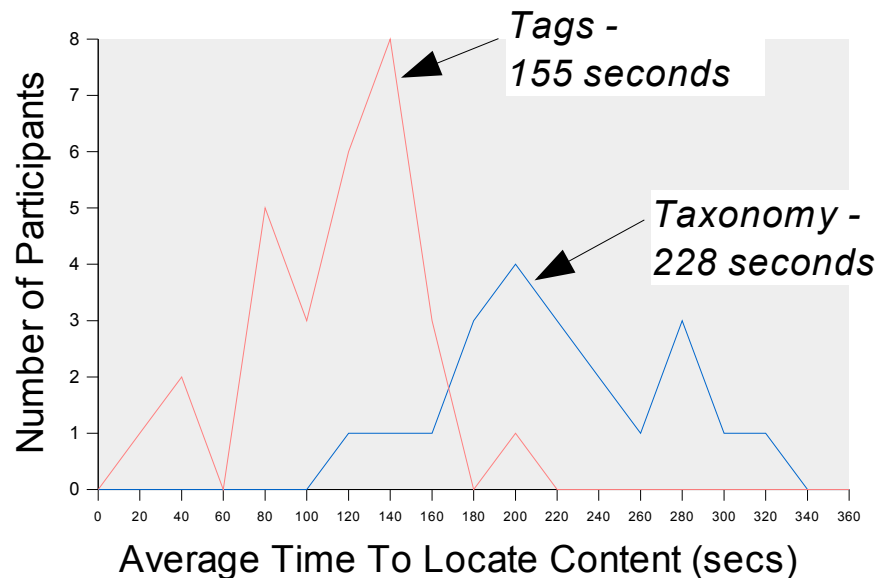
Please type in your keyword:

Tags are easier and more effective – adds context and filters results

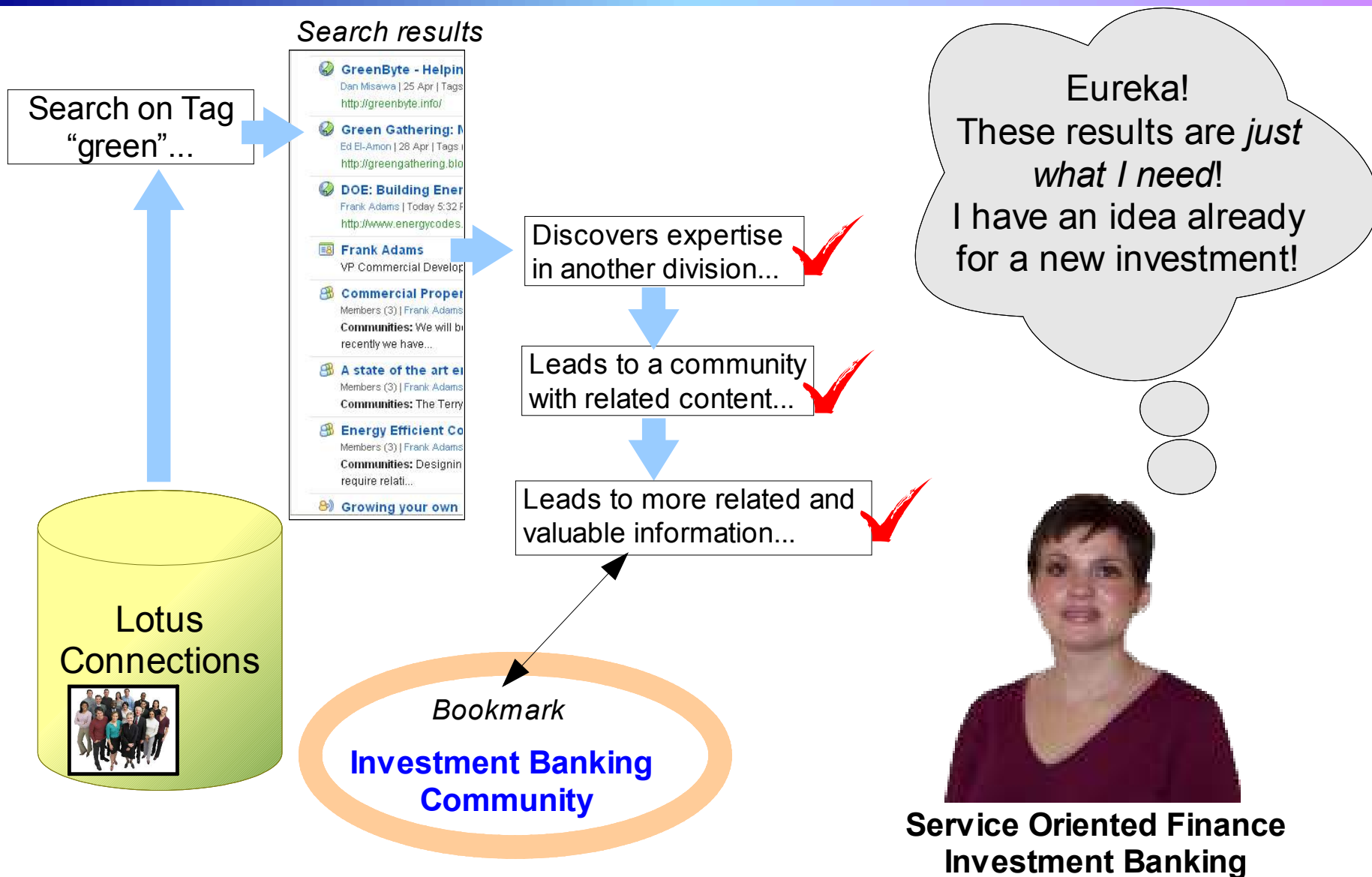
Tagging Reduces Search Times By 32% Compared To Predefined Taxonomies

- People-generated *Tags* versus predefined *Taxonomy*
 - ▶ Research measured time to locate content
 - ▶ Used unstructured data (photos) of intentionally ambiguous content

- Across the board, Tags yielded faster time to locate content
 - ▶ Averaged 32% faster
 - ▶ For particularly ambiguous pictures, Tags yielded results 8 times faster

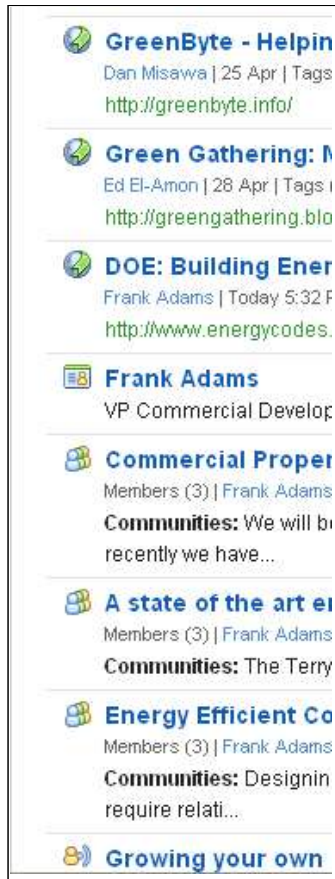


DEMO: Search Results Lead To Discovery Of New Information and Expertise

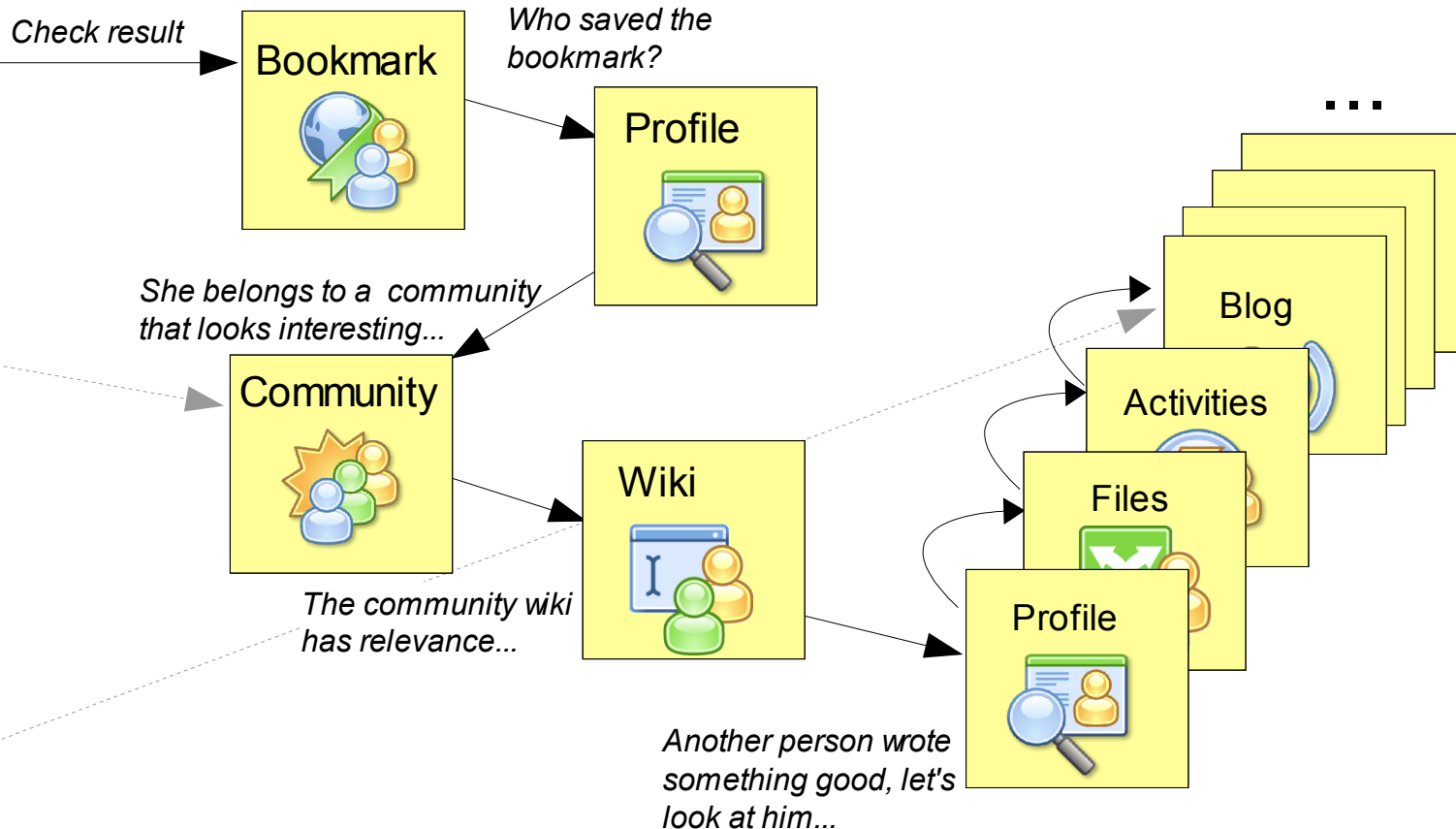


With Connections, Loosely Coupled Data Leads To Multi-Dimensional Results

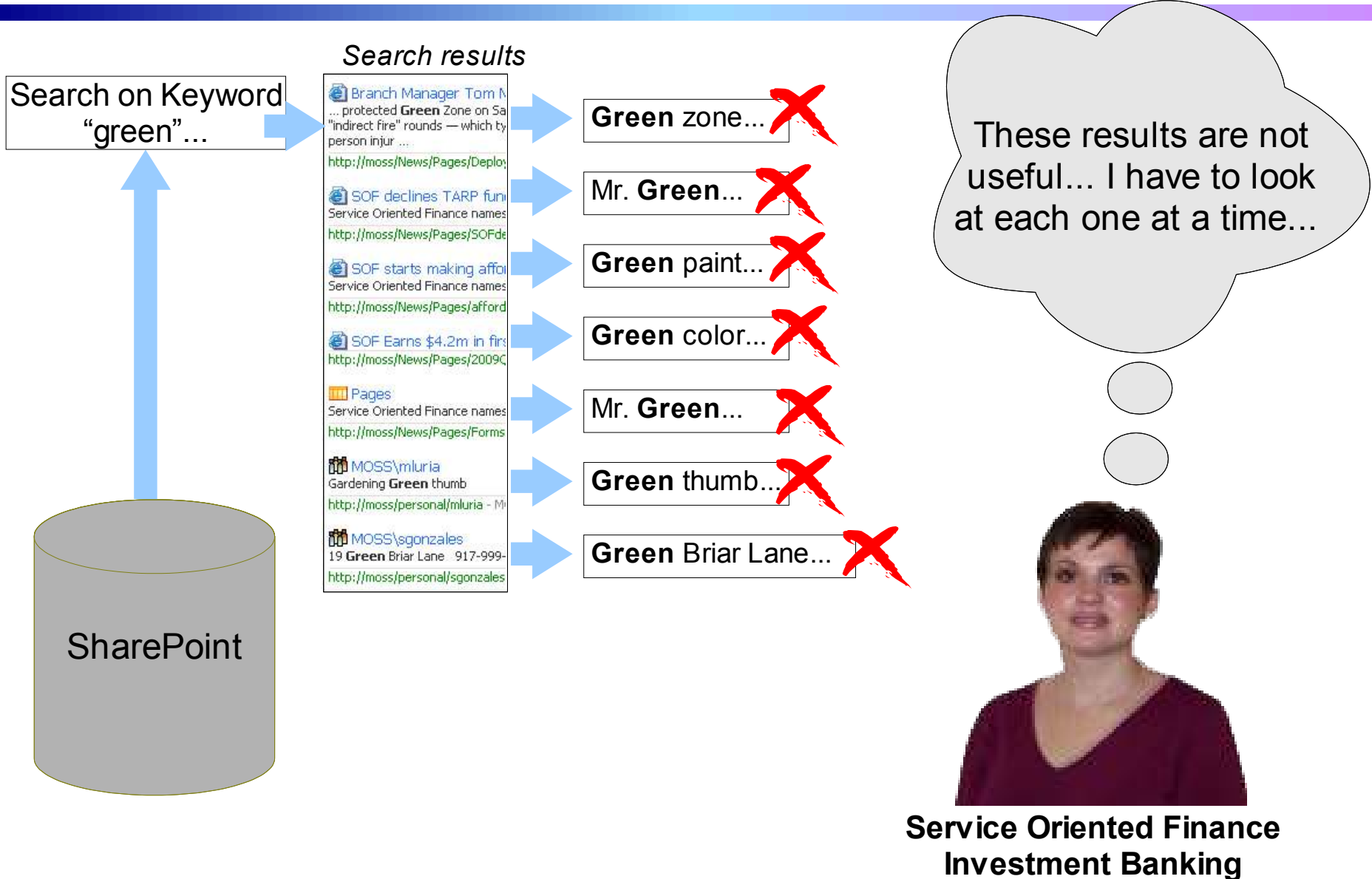
Example search:
“green”



- ✓ Each result leads to more connections!
- ✓ Leads to discovery of new information and people



DEMO: Search In SharePoint Does Not Yield Useful Information



Connections Provides Multiple Ways To Track And Monitor Information

- Use **Feeds** to keep a constant 'pulse' on current information
- **Watchlists** keep tabs on Tags and People
 - ▶ Monitor new information marked with selected Tag
 - ▶ Monitor new information submitted by a person
- **Notifications** let you see when others change or update files

Monitor the latest Blog changes...



Monitor a topic (Tag)

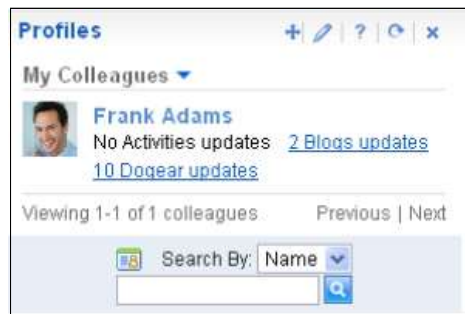


Monitor a person

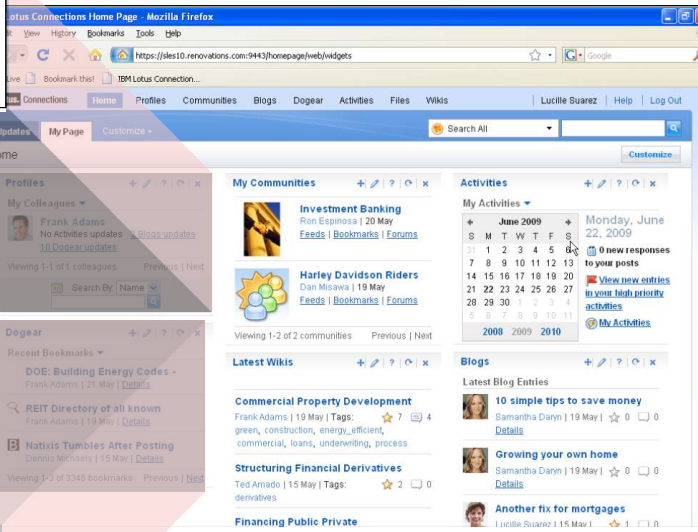


Track and monitor changes to specific content

Dashboard Gives Instant View Of People And Information Updates And Changes



Track new-found expertise and recent colleagues



Immediately see latest bookmarks added



“My Page” Dashboard
Fully user configurable – modify column size and number, add or remove widgets (including 3rd party widgets)

- Immediately see when experts add new information
- Build personal social networks to track individuals
- Keep tabs on data that's most vital at the current time

SharePoint Has Nothing Comparable...

DEMO: Use "My Page" Dashboard To Better Monitor New-Found Information

Search results

- GreenByte - Helpin**
Dan Misawa | 25 Apr | Tags
<http://greenbyte.info/>
- Green Gathering: M**
Ed El-Amon | 28 Apr | Tags
<http://greengathering.blog>
- DOE: Building Ener**
Frank Adams | Today 5:32 P
<http://www.energycodes.com>
- Frank Adams**
VP Commercial Develop
- Commercial Proper**
Members (3) | Frank Adams
Communities: We will be recently we have...
- A state of the art e**
Members (3) | Frank Adams
Communities: The Terry
- Energy Efficient Co**
Members (3) | Frank Adams
Communities: Designin require relati...
- Growing your own**

Discovers expertise in another division...

Leads to Commercial Banking community with related content...

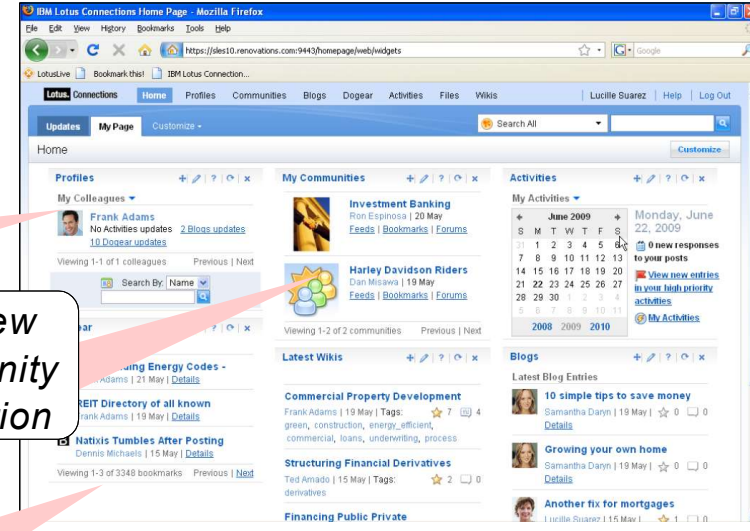
Leads to more related and valuable information...

Monitor experts

Track new Community information

Track new Bookmarks

I want to monitor this information closely...



Investment Banking

An Investment In Lotus Connections Has A Very Rapid Return

- Independent analysts indicate information workers spend about 2 hour per day searching for information¹
- Assuming that Connections make searching 32% faster, workers gain 8% in productivity...
- *... or a savings of \$12,000 per year per person!*
- Lotus Connections list price: \$110 per person per year

**The ROI on Lotus Connections is
weeks instead of years**

SharePoint does not support Tags out-of-the-box...

¹Source: Accenture, 2007. [http://www.businesswire.com/portal/site/google/index.jsp?](http://www.businesswire.com/portal/site/google/index.jsp?ndmViewId=news_view&newsId=20070104005159&newsLang=en)

Social Computing Capabilities For The Workplace

Capabilities	Lotus Connections	Microsoft SharePoint
Skills and Expertise of Individuals	<i>Profiles</i>	<i>Less Function</i>
Collective Wisdom of Like-minded People	<i>Communities</i>	<i>No</i>
Discussion, Ideas, Unpublished Information	<i>Blogs, Wikis, and Personal Files</i>	<i>Yes</i>
Value Indicators (e.g., critiques or evaluations)	<i>Ratings and Comments</i>	<i>No</i>
Best Practices for Common Tasks	<i>Activities</i>	<i>No</i>
References to High Value Content	<i>Shared Bookmarks</i>	<i>No</i>
Dynamic Information Descriptors	<i>Tags</i>	<i>No</i>
Track People and Content	<i>Feeds, Watchlists, Notifications, Dashboard</i>	<i>No Watchlists or Dashboard</i>
Interconnected services for multi-dimensional discovery	<i>Yes</i>	<i>No</i>