



Information Technology Practice  
CIO Executive Board

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# The IT Leader's Guide to Collaboration

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## ROAD MAP FOR THE DISCUSSION

Introduction



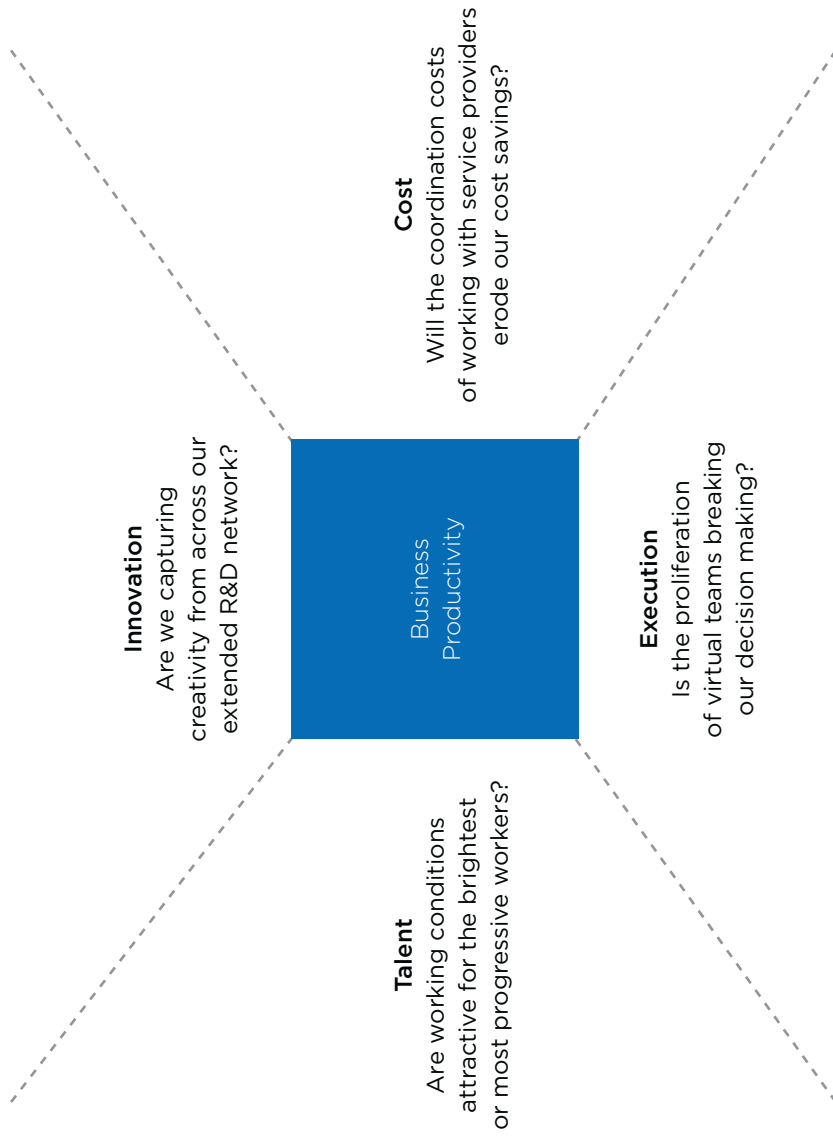
Understanding  
how Teams Really  
Work


 Collaboration underpins four cornerstones of business productivity.

- Collaboration—The act by which people come together, regardless of location, to jointly produce knowledge work

# NEW PRODUCTIVITY INFLECTION POINTS

CEO View of Collaboration's Impact on Business Productivity



 Successful collaboration requires a shift in IT focus toward supporting unstructured work processes.

# COLLABORATION SUPPORT REQUIRES NEW CAPABILITIES FROM IT



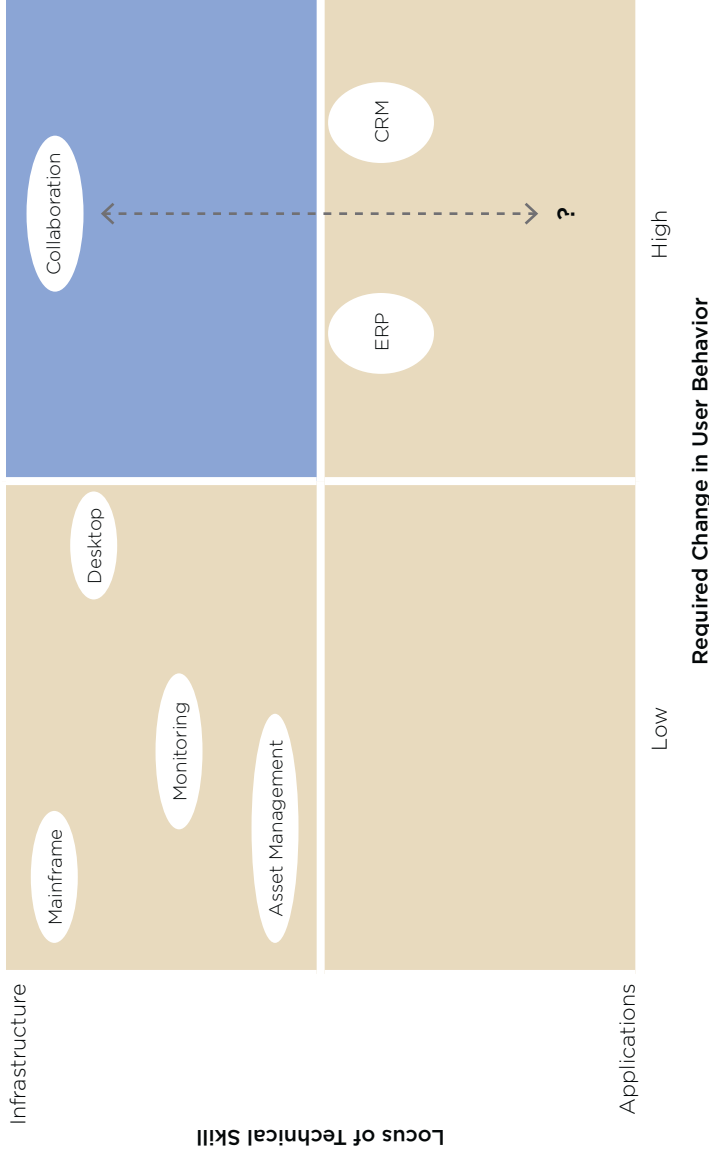


The implementation of collaboration platforms requires traditional infrastructure expertise as well as skills in user requirements gathering and behavior change.

- Collaboration capabilities are a natural extension of desktop and network/telecom functionality and require scalability and performance consideration, as well as cross-silo integration.
- However, infrastructure teams typically lack the skills and resources to effectively manage the amount of user changes required, from understanding user needs and workflows to supporting effective adoption.

# COLLABORATION DOESN'T FIT INTO TRADITIONAL IT SILOS

Skills and Requirements Mismatch

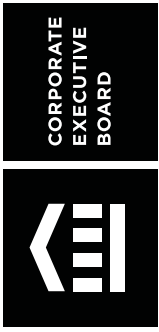


## ROAD MAP FOR THE DISCUSSION

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Understanding  
how Teams Really  
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WHAT THE BEST COMPANIES DO

# COLLABORATION NETWORKS (CONOCOPHILLIPS COMPANY)




## COMPANY SNAPSHOT

### ConocoPhillips Company

Industry: Energy  
2008 Revenue: US\$246.2 Billion  
Employees: 33,800

ConocoPhillips explores for oil and gas in more than 30 countries and has proved reserves of 10 billion barrels of oil equivalent (excluding its Syncrude oil sands assets). It has a refining capacity of more than 2.6 million barrels per day and sells petroleum at 8,340 retail outlets in the United States under the 76, Conoco, and Phillips 66 brands, and at 1,260 gas stations in Europe. ConocoPhillips' other operations include chemicals, gas gathering, fuels technology, and power generation.

Source: <http://www.hoovers.com>.

 Collaboration initiatives too often focus on the collaboration tool itself rather than the specific business outcomes it should enable.

# COLLABORATION OFTEN FALLS SHORT



## Challenges

**Business Impact:** Extracting maximum enterprise value through collaboration

**User Adoption:** Ensuring collaboration “stickiness” and robust knowledge sharing in a decentralized organization

**Unstructured Data Management:** Capturing and leveraging high-value communication threads and artifacts




## Approach

ConocoPhillips contributes to positive financial and productivity outcomes by structuring large-scale collaboration efforts and making collaboration activities part of employees’ day jobs.



## Results

ConocoPhillips has successfully identified and maintained more than 100 “Networks of Excellence,” creating hundreds of millions of dollars in value for the organization.

 “Knowledge transfer is too often technology-driven, assuming that with the right software and content management tools, people will automatically share. In our experience, the ‘if you build it, they will come’ mentality is less than half the battle.”

Dan Ranta  
Director of Knowledge Sharing  
ConocoPhillips Company

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ConocoPhillips' Knowledge Sharing Team liaises with network leaders to build, support, and nurture each Network of Excellence.

- The Knowledge Sharing Team resides within the Corporate Strategy Group, enabling cross-enterprise visibility and coordination.
- Network specialists within Knowledge Sharing work with network leaders to design, launch, and maintain a Network of Excellence.
- The Knowledge Sharing Team establishes smaller collaborative workgroups of 15-20 people underneath networks to address more specific challenges.

# NETWORK OF EXCELLENCE DEFINITION



**Network of Excellence:** A global community of ConocoPhillips professionals who collaborate across organizational boundaries to address targeted, measurable business objectives through peer-to-peer problem solving and expertise sharing

Characteristics	Organizational Structure
<p><b>Span</b> Cross-geographic and cross-functional boundaries</p> <p><b>Sponsorship</b> Sponsored at the business unit level but leveraged across the enterprise</p> <p><b>Structure</b> Individual networks roll up into network families that are aligned to BU functions</p> <p><b>Purpose</b> Targeted to solve specific, measurable business objectives</p> <p><b>Size</b> Membership per network ranges from 100-700 participants</p> <p><b>Principles</b></p> <ul style="list-style-type: none"> <li>▪ Emphasizes behavior change over technologies to realize business improvement</li> <li>▪ Requires clear business case with leadership support</li> <li>▪ Committed to a defined set of deliverables</li> </ul>	
Key Roles and Responsibilities	
<p><b>Network Sponsor (1)</b> Works closely with the network leader to charter and champion the network; he or she creates and holds network members responsible for the network's business case and measures and coordinates with senior management and the business units on network activities.</p> <p><b>Network Leader(s) (1-2)</b> Monitors and facilitates network activity and conversations to ensure all questions are answered by the appropriate person in a timely manner; he or she works closely with the network sponsor to ensure the network is meeting individual and BU needs.</p> <p><b>Core Team (8-15)</b> Serves a critical role in expanding the network and encouraging participation; they build and act as regional sponsors and engage local and regional members in knowledge-sharing activities.</p> <p><b>Members (100+)</b> Network participants within business units who actively contribute to and draw on shared knowledge; some are highlighted as subject matter experts.</p>	

Successful collaboration depends more on behavioral and structural factors than on technologies.

- ConocoPhillips defines 10 factors that correlate to increased user adoption, robust knowledge sharing, and tangible return on investment.
- The most important factors at network launch are a clear business case, committed leadership and sponsorship, and adequate resources and defined roles.

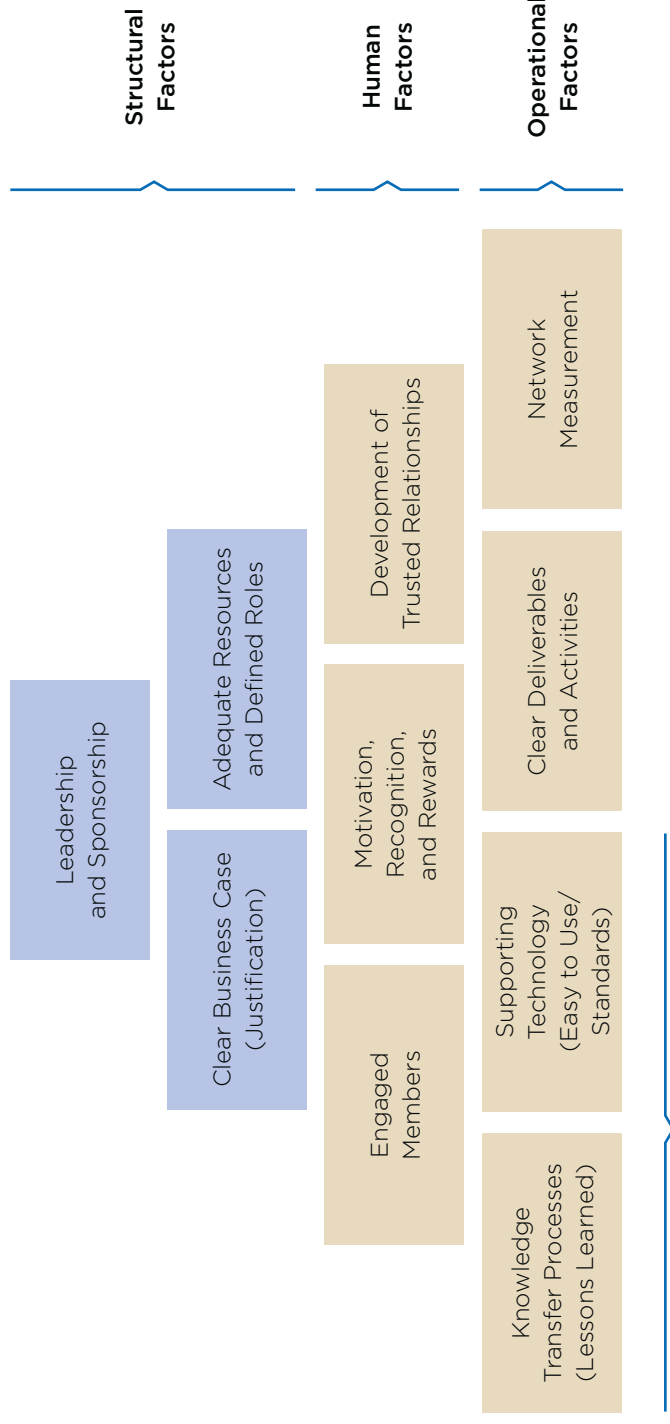
**DO** focus collaboration efforts on specific business problems.

**DON'T** base success on achieving technical capabilities.

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## NETWORK SUCCESS FACTORS



Only two of the critical success factors are technical in nature.

## Design portal sites to easily embed in user workflow.

- The Knowledge Sharing Team establishes common terminology and standard features across Networks of Excellence.



“Embedding collaboration in user workflow is key to eliminating the perception that this is something extra to people’s day jobs. This was our number-one complaint over the first few years, but now people understand that this is a tool to help you do your job better.”

Dan Ranta  
 Director of Knowledge Sharing  
 ConocoPhillips Company

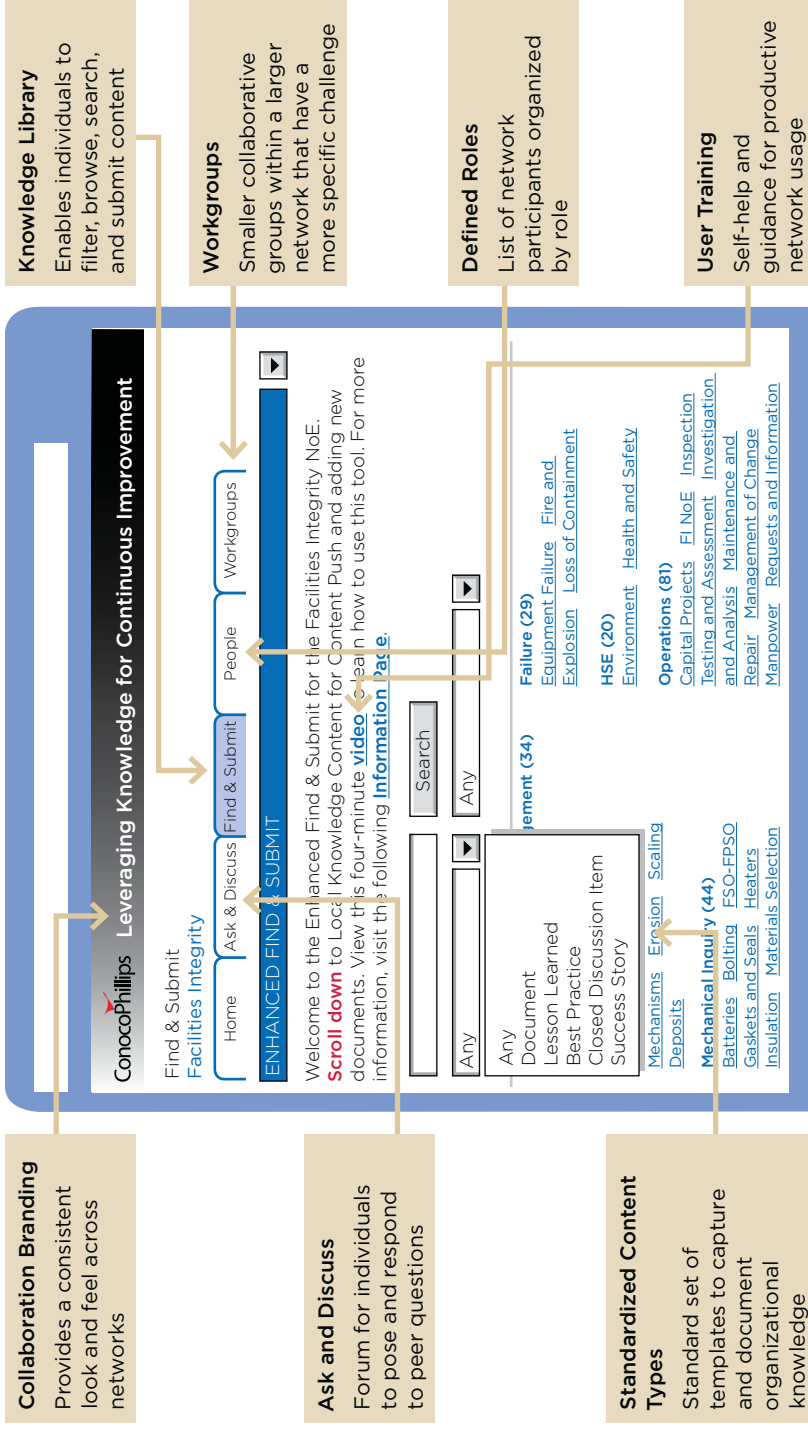
**DO** use network leaders to systematically identify critical pieces of knowledge to capture for the organization.

**DON'T** rely on automated tools to capture key information.

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# COLLABORATION DESIGN FEATURES





Provide structured processes to transfer information to accessible channels for cross-enterprise reuse.

# KNOWLEDGE RETENTION PROCESS



<b>Information Format</b>	Discussion Forum—Discussion threads	Knowledge Library—PDF documents organized by topic with filter, search, and browse capabilities	“One Wiki”—Cross-enterprise wiki
<b>Information Type</b>	<ul style="list-style-type: none"> <li>Questions and answers</li> </ul>	<ul style="list-style-type: none"> <li>Lessons Learned—Narrative accounts of experiences and key lessons</li> <li>Document—Diagrams and procedures on care and maintenance of equipment</li> <li>Best Practice—Validated procedure for performing a task</li> <li>Success Story—Documented cases of business value creation</li> </ul>	<ul style="list-style-type: none"> <li>Common discussion topics consolidated across Networks of Excellence</li> </ul>
<b>Transfer Process</b>	<ul style="list-style-type: none"> <li>After 60 days, discussion items are closed and tagged with metadata.</li> </ul>	<ul style="list-style-type: none"> <li>A tool within the portal helps convert discussion items to best practices, lessons learned, or success stories.</li> <li>Semantic analysis identifies categories and subcategories to create a taxonomical structure.</li> </ul>	<ul style="list-style-type: none"> <li>Network leader analyzes frequent discussion topics for cross-enterprise knowledge reuse and insight and presents results.</li> </ul>
<b>Value Delivered</b>	<ul style="list-style-type: none"> <li>Enables users to influence decision making, mitigate risk, and create safer working environments</li> </ul>	<ul style="list-style-type: none"> <li>Enables reuse of information generated in past network discussions</li> </ul>	<ul style="list-style-type: none"> <li>Encourages ongoing activity for consistently identified challenges in the organization</li> </ul>



“This systematic capturing and sharing of information is the cornerstone of our strategy to retain critical knowledge.”

Dan Ranta  
Director of Knowledge Sharing  
ConocoPhillips Company

**DO** provide structure to capture and share information.

**DON'T** expect unstructured data to move through a lifecycle without intervention.

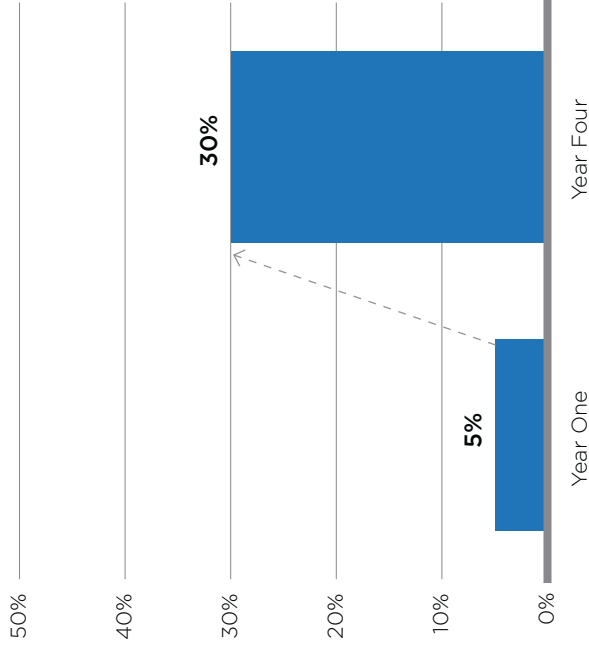


The Networks of Excellence program has led to an enterprise-wide culture of global collaboration and knowledge sharing.


# RESULTS

## User Adoption

*Percentage of Workforce in a Network of Excellence*



ConocoPhillips has quantified hundreds of millions of dollars in value from the Networks of Excellence.

 “With one-third of our workforce connected globally through more than 100 networks, employees readily engage in peer-to-peer problem solving, sharing experiences and expertise across organizational boundaries.”

Dan Ranta  
Director of Knowledge Sharing  
ConocoPhillips Company

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Social connections in virtual spaces drive adoption of tools for business information exchange.

- Sabre permits employees to share personal and professional information on enterprise social networking tools.
- This fusion of information in employee profiles allows users to build connections on a personal level, which motivates colleagues to help and tap into available expertise to address business challenges.

**DO** support the collaboration behaviors and patterns you observe in your organization's culture.

**DON'T** restrict interactions that can propel adoption of tools for business collaboration.

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# SUPPORT BLENDED BUSINESS AND SOCIAL USE

Participant Profiles  
*Social and Professional Elements*

**Professional "Tags"**  
Users also input professional information and expertise, enabling others to find them when they need business information.

**Personal Content**  
Inclusion of photos and notes humanizes participants, fostering personal connections that drive motivation to contribute.

Within three months, 65% of Sabre employees participated in Sabre Town, and the number of power users is increasing rapidly. After 10 months, the ratio of personal-to-professional usage had shifted dramatically from 90:10 to 60:40.

Source: Sabre Holdings; Communications Executive Council research.

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