Facilitating Organizational Transformation through Enterprise-Wide Knowledge Sharing

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Agenda

• Business Context
• KM Vision and Principles
• Framework for KM, Collaboration and Change
• KM Scorecard
• Next Steps
Business Context
Unisys at a Glance

- 36,000 strong in 100+ countries
- A 130+ year history of innovation

Having a long history and heritage has it’s advantages:
- deep organizational knowledge and firmly established processes

and it’s disadvantages:
- deep organizational knowledge and firmly established processes
Business Context
Organizational Transformation

Ingredients for success
• Highly skilled sales and delivery workforce
• Improved virtual teaming
• Culture of change

Unisys
• Consultative selling
• Integrated, focused solutions portfolio
• Business-centric delivery methodology
• Global sourcing model

2002
• Product-focused sales
• Broad but disjointed portfolio
• Technology-centric delivery methodology
• Locale-based resourcing model

2007
# Knowledge Management Vision

## The Agile Enterprise

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<th><strong>INDIVIDUAL</strong></th>
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<tbody>
<tr>
<td>Knowledge-led</td>
<td>Connected</td>
<td>Empowered</td>
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<tr>
<td>• Leverage knowledge of 36,000 to deliver superior solutions to clients</td>
<td>• Common purpose, goals and commitment</td>
<td>• Knowledge of role, responsibilities, priorities, assignments</td>
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<td>• Culture of innovation, learning, sharing and improvement</td>
<td>• Cross geography, culture, and enterprise collaboration</td>
<td>• Instant access to the right people, information, tools, assets to perform role</td>
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<td>• Flow of ideas, practices and expertise across business units</td>
<td>• Extended network tapped on demand</td>
<td>• Empowerment and passion to lead, influence, change</td>
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- **seize opportunities**
- **anticipate threats**
- **lead the market**
- **lead our customers**
KM Project Approach

Inception
- Buy-in
- Sponsorship
- Team
- Priorities

Elaboration
- Vision
- Requirements
- Prototype
- Validation

Vision captured in an interactive prototype used for partner validation

Construction
- Product assessment
- Acquisition
- System design
- Application design
- Implement

Implemented Microsoft SharePoint-based KM solution in 4 months

Transition
- Pilot
- Deploy

Evolution
- Add capability
- Customize
- Increase robustness
- Extend vision

2 month “soft” launch followed by 7000 user deployment

Added collaboration and BI features and deployed to all 37000 employees

Executives agreed to focus KM on needs of consulting partners: selling, delivery, practice management
Guiding Principles of KM Environment

Empower the user
- User as publisher
- User as designer/builder

Ease of use
- “It’s so easy a caveman could do it” – Geico

Share by default
- Restrict access to content only when there’s a compelling reason to do so

Organic growth
- Forge ahead without knowing all the answers
- Content/knowledge flow is more important than format/structure
• Consumer oriented
• Industry news
• Solutions portfolio
• Who’s who
• Clients and engagements

Lesson:
Don’t forget the mundane stuff – system performance, seamless sign-on, search
Addressing Basic Needs

World-Class Architect Portal

Lesson:
Usability is an enterprise issue, not a single application issue.
Collaborating Across Time and Space
Bid and Delivery Team Rooms

- Secure team collaboration providing continuity from Bid to Delivery
- Team alignment and efficiency
- Facilitate asset harvesting as part of engagement lifecycle

Lesson: Integrate with business processes but don’t treat collaboration as a process
Lesson: Finding balance between effective knowledge sharing and protecting IP is a challenge.
Encouraging User Contributions
Engagement Knowledgebase

- Find engagements by client, solution, geography, value, business unit and asset type
- Contribute engagement summaries, learnings and assets

**Lesson:**
Provide global structure and standards but tap into energy of communities
Giving the ‘Doers’ a Voice
Six Sigma Lean Blogs and Discussions

• Employees get “insider” perspective
• Leadership gets understanding of employee perceptions

Lesson:
Hard to predict which user contribution spaces will catch fire
Bringing the Pieces Together
Unisys Organizational Change Platform

Business Focus

Formulate
• Collaborate and codify

Pilot/Launch
• Communicate

Institutionalize
• Connect and share

Measure/Refine
• Synthesize

KM Focus

Collaborate and codify – Team sites, presence, virtual meeting tools, mind maps, document management, distribution lists, wikis, lessons learned, blueprinting

Communicate – Corporate portal site, content management, news and subscriptions, ‘fan clubs’, success stories, learning events, FAQs

Connect and share – Communities, knowledge exchanges, expertise location, formal training, methodology

Synthesize – Formal feedback loops, benchmarking, best practice identification
Bringing the Pieces Together
3D-Visible Enterprise Portal

- Formal communications channel
- Strategic assets captured and distilled
- Methodology and best practice toolkits
- Communities and exchanges
- Enablement dashboard

Lesson:
Don't rely on one vehicle for communications and change
Facilitating Transformation
Sales Opportunity Tracking

- Aggregate sales pipeline data by region, quarter and account type
- Makes pipeline data easily accessible by Executives

Lesson:
Exposing metrics can accelerate adoption by tapping into individuals’ competitive nature
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- seize opportunities  
- anticipate threats  
- lead the market  
- lead our customers

*Numbers reflect percentage of survey respondents that “agree” or “strongly agree” (ratings of 4 or 5 on a 5 point scale) with statements describing the desired state of knowledge sharing, in reference to current state.*
Next Steps

• Streamlining idea capture and sharing
  – Project wikis and blogs

• Simplifying community enablement
  – ‘Community in a box’
  – Industry and role focused

• Fostering social networks
  – ‘My site’, connections, people search, presence

• Enhance enterprise search

• Enterprise content management
  – Navigational taxonomies and global content types
  – Content segmentation and lifecycle management
36,000 SharePoint Users Worldwide

100% Services employees with KM Performance Objectives

2005 DCI/DM Review Portal Excellence Award Winner

11,600 Employee ‘My Sites’ In use

1,067 Client Collaboration Team Rooms

100% Six Sigma Lean projects managed with SharePoint / Project Server

1,067 Client Collaboration Team Rooms

13,888 Site Collections In use

3,614 3D-VE Solution Blueprint Assets Captured

70+ Officially chartered Knowledge Communities

183 Sales Executives use SharePoint to track Opportunities

UNiSYS imagine it. done.