The rise of the ninjas
A unique methodology for driving SharePoint user adoption

SHAREPOINT FEST CHICAGO – DECEMBER 2017
SARAH HAASE
Librarian

Number of children: 2

Strategist

ROI
Adoption Governance

blog.splibrarian.com
- Document overflow
- Project sites
- Other
The commonality between the classic wicked problems and our SharePoint challenges is the social challenge of driving an unending series of changes across population groups without any guidepost or verification that our measures are taking hold.

- Paul Culmsee
Your SharePoint journey...
“Adoption is not something that can be mandated. Adoption occurs when users decide for themselves that the solution provides them with a net benefit.”

- Socialtext white paper
“For #SharePoint adoption to become a reality, treat it as a service instead of a one time project...”

- Asif Rehmani (MVP) tweeted 10/12/2017
Agenda

- Learn who we are
- Review common case studies
- Build your Center of Excellence and internal community
- Overcome user resistance
- Design education and mentorship programs
- Understand user adoption continuums and cultural pitfalls
- Avoid the splatter effect
Case Study: The wild, wild west
The challenge

- Outsourced IT
- Pay-to-play model
- Site collection “fiefdoms” with no common policies or enforcement
- “Install and move on” governance model
- Untrained site owners and site collection administrators

The opportunity

- Easy entry
- Dream big/innovate at will
- Site collection autonomy
- Great growth, but 90% of it was in file repository use
The power of one.
Design

- No information architecture
- 90% using 5%
- Lack of vision

User complaints

- No good functionality
- Hard to find things
- Always running out of space
- “No better than our shared network drives”
Process optimization
- Reduce email dependency
- Provide just-in-time information
- Workflow automation

Information architecture
- Focus on structured data
- Incorporate metadata for easy retrieval

Community development
- Foster knowledge sharing
- Build tools people want to use
The power of a Renaissance.
I give you...
SharePoint wisdom
The Stonehenge Problem
Governance 1.0
Migrations/upgrades

Formalized governance

Training program

Add-ons & migration tools

Help desk support

1:1 tutoring/consulting

ROI case studies

SharePoint User Group

User Adoption
<table>
<thead>
<tr>
<th>Course</th>
<th>Duration</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SharePoint 101</strong></td>
<td>2 hour</td>
<td>Taught by community volunteers; Demo-heavy; all the basics; Test-out option available</td>
</tr>
<tr>
<td><strong>SharePoint Site Ownership</strong></td>
<td>4 hour</td>
<td>Site build and design basics; Permissions management; Demo-heavy; Test-out option available</td>
</tr>
<tr>
<td><strong>Site Collection Administration</strong></td>
<td>4 hour</td>
<td>Site collection admin responsibilities; Governance deep-dive; Site collection management; No test-out option; PowerShell script enforcement</td>
</tr>
<tr>
<td><strong>Site Collection Admin Advanced Series</strong></td>
<td>Monthly 1-hour</td>
<td>Sessions; Advanced drill-downs; Demo-heavy; Required attendance a minimum of 4x/year</td>
</tr>
</tbody>
</table>
The power of the first follower.
First Follower
First Customer
First Champion
“People think revolution needs to involve loud provocations, fists in the air, and bloodshed...When you’re on to something great, it won’t feel like revolution. It’ll feel like uncommon sense.”

- Derek Sivers

Anything You Want

http://sivers.org/a
Case Study: The over-governed and under-inspired
The challenge
- Overly restrictive policies snuffed creativity
- Users only heard “no” words
- Ineffective training
- Poorly-designed user engagement models didn’t fit the company culture or biz need
- No one was encouraged to dream or innovate

The opportunity
- Great infrastructure
- Strong technical team
- Users were highly responsive and hungry for knowledge
- Users could see the opportunity—they just didn’t know how to get there
Governance that stifles...

- Disablement of highly desired features
- Site request approval delays
- Forfeiture of site collection administration
- Restrictive site hierarchy limitations
Leverage Innovation Games to build shared understanding...
Have a clear objective

Are adaptive

Are inclusive

Are not tightly controlled

Provide qualitative data

Do not make promises
Low-Tech Social Network

What do you need?
- Whiteboard or paper
- Post-it notes for Avatars
- Markers
- 3 topics or questions

Time to play:
- 25-30 minutes

Naysayers:
- No problem
Speedboat

Identify the “anchors” that weigh down your user adoption efforts.

Ground Rules:
• Be honest.
• Share your thoughts.
• Hold off on problem solving.
SPEEDBOAT

SS SharePoint

Leadership

Government

Community Reputation

Platform Spread

Tool Design

Education

Technical Issues

Time

Tango

Secret

15th

Fifteen Today

Gov

Lean
What stays us down in our ability to provide a high quality enterprise service?
Crowning Achievement

* Top-rated content (monthly)

* Top-contributor (monthly)
Audit Madness and Celebration

For 100% Project Uploads On All Projects

Earn Afternoon of Fun/Team Event

Work Hard, Play Hard, 2020

Share Quest

Start

Jedi Knight

Master Jedi

Rodawan

X

Y

A4b
Summarizing your results

- What is an innovation game?
- What do innovation games provide?
- Game overview (e.g. date, time, type of game, objective)
- Detailed listing of results (e.g. post-it note details, weighting, etc.)
- Observer comments
- Conclusions *(CORE TEAM ONLY)*
- Action items *(CORE TEAM ONLY)*
Untangling site approvals
Find the light...
Building your Center of Excellence and internal community
Center of Excellence
http://tinyurl.com/lq3xz8x
Have 1 place for people to go
Realize that governance is a means to an end
Build a diverse team
Be easy to follow
Build a community
Be a tummler
The power of community
The Lurkers
The Insiders
The Community Leader
Find and nurture followers.

Build a structure for engagement.

Provide new content OFTEN.

Give away the power.

Listen.

User resistance
Graphic source: http://blog.pcnsinc.com/tag/rogers-innovation-adoption-curve/
Common resistance behaviors

- Limited feedback
- Complaining/negative questions
- Failure to respond to questions or provide information
- Building workaround processes
- Maintaining use of old systems/tools
- Subversion/deliberate acts
Resistance prevention

- Talk to your users (esp. the resistant ones) to understand the **why**
- Build user-centric campaigns that target user needs
- Engage sponsors to communicate, build coalitions and drive change
- Establish clear/tailored communication plans that target specific audiences
- Enable change advocates/leaders
- Ensure impacted groups receive appropriate training at key times
- Tie the change management plan to your implementation project plan
The Naysayer
Building a user adoption continuum
- Initiative 1
- Initiative 2
- Initiative 3

- Initiative 1
- Initiative 2

- Initiative 1
- Initiative 2

Formation  
Adoption  
Maturation
The wild, wild west

- Formation
  - SP2013 deployment
  - Formalized governance
  - Help desk support
  - 1:1 coaching
  - ROI case studies

- Adoption
  - Internal SPUG
  - Lightning Rounds
  - SP2013 training program

- Maturation
  - SharePoint Ninjas
  - Hack-a-thon
Lightning Rounds
4 Teams...
2 Days...
1 Challenge...

SharePoint Hack-a-thon
SharePoint Ninjas

nin•ja  [ninje] (noun)

1. **SharePoint secret weapon**: a skilled SharePoint end-user trained in stealth and the art of effective collaboration. Ninjas exist at all levels of the organization and are passionate about leveraging SharePoint to drive business value. They build solutions, share what they know & foster a community of learning.
A ninja’s purpose:

- Build effective SharePoint sites.
- Evangelize collaboration.
- Teach others what they know.
- Support our enterprise vision.
- Remain embedded on business teams.
What’s a specialization?
What is “community engagement?”
Culture
The over-governed & under-inspired

**Formation**
- Hold innovation game sessions
- Host coffee chats
- Seed ‘starter’ projects
- Build ROI case studies
- Simplify governance

**Adoption**
- Launch SharePoint training
- Build an internal SPUG
- Launch a Collab Hub

**Maturation**
- Solution Days event
- Recognition program
Innovation Games

http://tinyurl.com/qcjvqu1
• Initiative 1
• Initiative 2
• Initiative 3

• Initiative 1
• Initiative 2

• Initiative 1
• Initiative 2

Formation  
Adoption  
Maturation
Simplify. This isn’t a splatter zone.

http://tinyurl.com/porw778
“...depending on the conditions, something that works for one organisation may completely suck for another (thereby invalidating the notion of an arbitrary “best” practice).”

- Paul Culmsee

What does project management mean to me – a Project Manager’s sermon
https://www.linkedin.com/pulse/what-does-project-management-mean-me-managers-sermon-paul-culmsee