

- An Organizational View of Intranet Design**
- **Many stakeholders:**
management, IT department, library/information center, user departments, employees, content providers, ...
 - Information behaviors, culture, politics are necessary and important elements of the analysis/design process
 - **Intranet design should leverage detailed knowledge about its internal audience**
 Unlike a public website where the audience tends to be heterogeneous and vaguely defined, **intranets can be highly customized to a specific knowledgeable audience.**
 This audience is accessible, can be studied, can provide feedback.
- 2

Intranet Design Framework: 3 Steps, 3 Concepts

- 1 Analyze organizations as **Information Ecologies**
- 2 Analyze information behaviors as being shaped by **Information Use Environments:**
Major sets of users and their information tasks
- 3 Design Intranets as **Value-Added Processes**

3

1. Analyze Organizations as Information Ecologies

INFORMATION ECOLOGY

- Information Goals & Strategy
 - Information Politics
 - Information Culture
 - Information Staff
- Information Processes
- “Information Architecture”

Davenport 1997

4

1. Analyze Organizations as Information Ecologies

INFORMATION ECOLOGY

- **Information Goals & Strategy**

Documented or de facto

- **Information Politics***

Information governance structures

- **Information Culture**

Attitudes, norms that shape behavior

- **Information Staff**

Professionals coordinate, collaborate

- **Information Processes**

Work-flows, roles, responsibilities

- **“Information Architecture”**

Formal definitions and rules

Davenport 1997

5

1. Analyze Organizations as Information Ecologies

INFORMATION ECOLOGY

- **CREATING A VISION** of how the org wants information to make a strategic contribution to the success of the organization
- **ENCOURAGING and SUPPORTING** certain types of information **BEHAVIOUR**, e.g., sharing, collaboration, innovation
- **FINDING** ways to manage **COMPLEXITY** that arises because information in organizations is created and owned by different groups or **STAKEHOLDERS** with different interests.

Davenport 1997

6

Information Politics

5 models of information governance:

- **technocratic utopianism:** technology can solve all problems of information governance
- **anarchy:** individuals manage their own information
- **feudalism:** units define and control their own information and share little information
- **monarchy:** a central person dictates information management policies
- **federalism:** units have autonomy but also consult and form consensus about policies.

(Davenport, Eccles, Prusak 1992)

7

3 Steps, 3 Concepts

- 1 Analyze organizations as **Information Ecologies**
- 2 Analyze information behaviors as being shaped by **Information Use Environments:**
Major sets of users and their information tasks
- 3 Design Intranets as **Value-Added Processes**

8

2. Analyze Information Behaviors in “Information Use Environments”

Taylor (1991): IUE are elements [of the work context] that

- affect the flow and use of information
- determine the criteria by which the value of information will be judged.

The elements of the IUE are:

- **sets of people** with information preferences
- they work on tasks enacted as **problem situations**
- they **seek and use information** to resolve these problem situations.

We use IUE as a framework for analyzing and asking questions about users and their information behaviors in the workplace.

9

2.1 Information Use Environment: Sets of People or Users

Who are the users?

What are their information preferences?

What information tasks do they work on?



10

2.2 Information Use Environment: Problem Situations

Problem Dimensions

- Design / Discovery
- Well / Ill-Structured*
- Simple / Complex*
- Specific / Amorphous Goals
- Initial state understood / Not
- Assumptions agreed upon / Not*
- Assumptions explicit/ Not
- Familiar / New*
- Risky / Not risky
- Susceptible to analysis / Not
- Internal / External imposition

People enact their tasks as problem situations, with problem dimensions that determine what information they need *and* what aspects of the problem to attend to.

PDs reveal Information Needs in terms of subject matter and situational requirements
 → Information needed to clarify structure and context of the problem
 → Address PDs in Intranet design

Problem Situations

Major Sets of USERS and their TASKS

Information Behaviors

Taylor 1991, Macmullin & Taylor 1984

11

2.3a Information Use Environment: Information Behaviors

Which information sources do users choose to rely on?
 What information use outcomes are they trying to achieve?

Information Ecology

INFORMATION SEEKING Sources and Content

- Files and records
- Colleagues, supervisors
- Meeting minutes
- Office memos
- Spreadsheets
- Presentations
- Policies, standards
- Projects
- Press releases
- Databases
- ...

Mediated Processes

INFORMATION USE Outcomes

- Task completion
- Sensemaking
- Knowledge creation
- Decision making
- Social interaction

Users
Information Behaviors

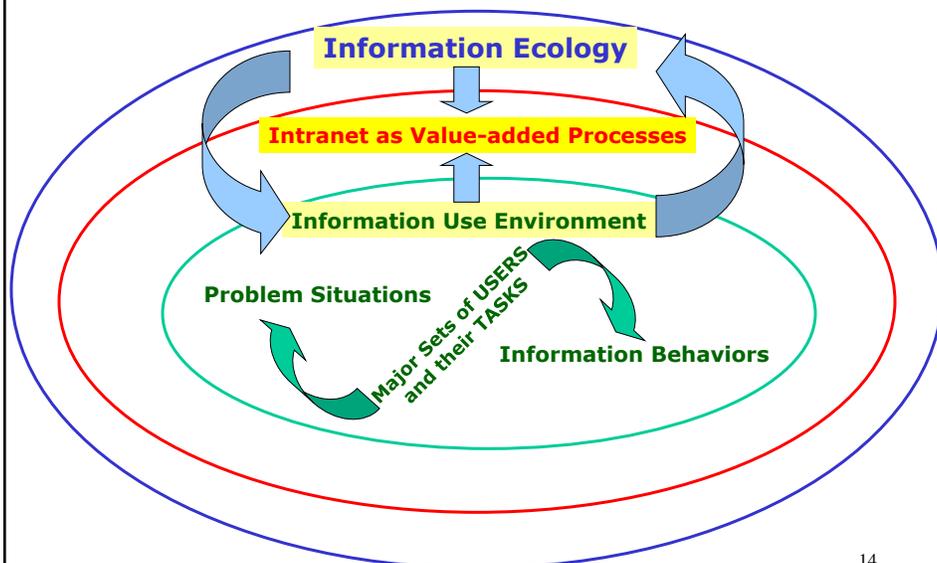
12

3 Steps, 3 Concepts

- 1 Analyze organizations as **Information Ecologies** ✓
- 2 Analyze **information behaviors** as being shaped by **Information Use Environments:**
Major sets of users and their information tasks ✓
- 3 Design Intranets as **Value-Added Processes** 🖱

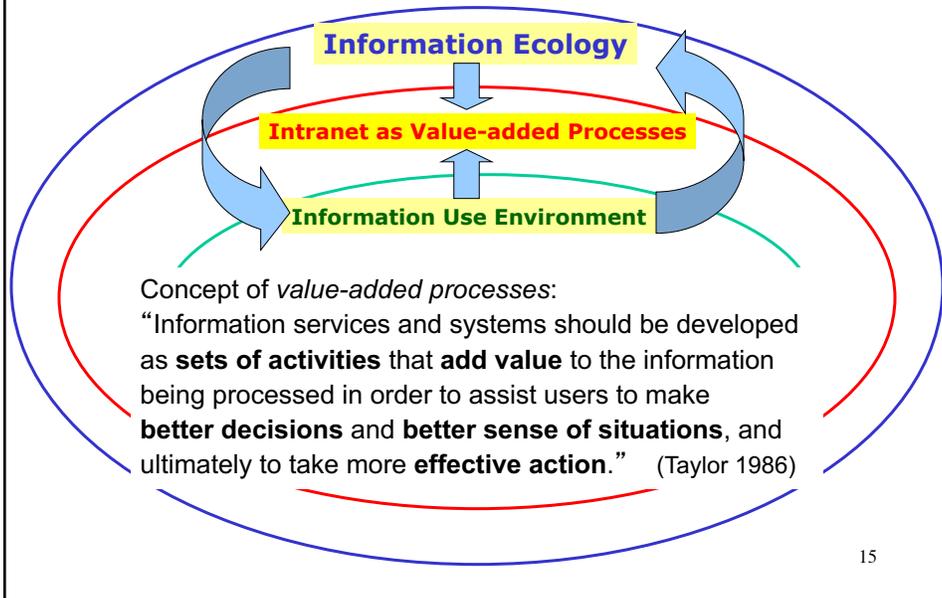
13

3. Designing Intranets as Valued-Added Processes

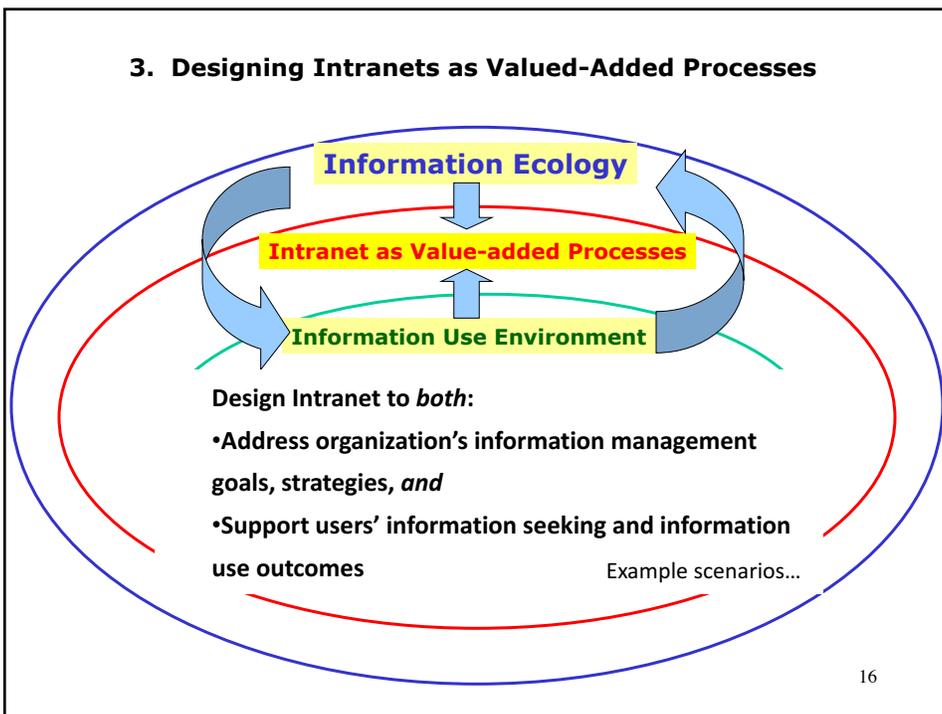


14

3. Designing Intranets as Valued-Added Processes



3. Designing Intranets as Valued-Added Processes



**3 common Intranet design scenarios:
User needs + Organization goals**

S1 - Design Intranet to improve access to information

- Users: Intranet provides one-stop access to broad range of content
- Organizations: use Intranet to point to authoritative sources, to distribute new content, and to ensure content is current, complete

S2 - Design Intranet to improve information and knowledge sharing

- Users: sharing becomes effortless and rewarding: spontaneous; receive feedback and recognition from colleagues, ... *cf. Xerox Eureka*
- Organizations: sharing becomes more extensive, more timely; possible to incentivize sharing; able to tap into collective knowledge

S3 - Design Intranet to improve collaboration

- Users: create and customize online spaces for groups to work together; select tools for coordination, discussion, project management
- Organizations: possible to retain and transfer knowledge gained in projects – lessons learned, best practices, ... *cf. MCP project binders*

17

3a. Design intranet to support the organization's information ecology

Information Goals & Strategy

Clearly define **goals of the Intranet**
Link goals to organizational mission and IM priorities

Information Politics

Recognize the reality of "intranet politics"
Create **governance** structures for oversight

Information Behavior & Culture

Recognize that some users will resist new platform
Address need for **change management**

Information Staff

Clarify roles of various information staff groups
Create mechanisms for **coordination**, consultation

Information Processes, Architecture

Define processes to capture, create, provide **access** to content → **enterprise content management**

Understanding IE crucial to developing a strong business case for an Intranet

18

3b. Design intranet to support users' perceived Problem Dimensions

Well-structured Ill-structured	Templates for spreadsheets, reports, presentations, ... Informal consultation with supervisors, colleagues, ...
Simple Complex	Project management tools to coordinate, track progress Collaboration spaces for cross-functional collaboration
Assumptions agreed Assumptions not agreed	Authoritative sources - industry-accepted methods Exploratory tools - forums to develop common view
Familiar New	Access to precedents , support workflows Discussion boards to canvass ideas, Directories to find colleagues who can help, ...

19

3c. Design intranet to support users' information seeking

Intranet search function	Single point of access to many types of sources Features to focus search <u>query</u> and filter search <u>results</u> Search performance to be monitored and fine-tuned
Authoritative sources	Quick access to most up-to-date version of authoritative information (policies, manuals, standards,...)
Recommendations Suggestions	Highlight recommendations of librarians, users: Best bets, Key Matches, User-added Results
Information about context	Include contextual information that helps users to assess information

20

3d. Design intranet to address desired information use outcomes

Sensemaking

Raise **awareness** of trends, events: *news feeds*
Overviews of organizational activity: *dashboards, sitemaps*
Collective sense-making through **dialog**: *social media*

Knowledge creation

Share solutions to tough problems: *tips, best practices*
Reflect & **transfer** what is learned: *FAQs, lessons learned*
Find people who can help, advise: *expertise directory*

Decision making

Guidelines and **checklists** for structured decisions
Decision **aids**: *spreadsheets, models, decision trees*
Organizational **memory** –
access to past decisions + rationales + outcomes

21

Summary of Principles

- Many internal stakeholders
- Need to leverage knowledge about audience
- Intranet users are knowledgeable users with high expectations
- Information needs to address task subject matter *and* situational requirements
- Users not only seek documents, but also information about people, groups, projects, meetings, decisions, rationales, ...
- Intranet should help organization achieve its goals and address its information management challenges
- Intranet should help users find the information they value, give them the confidence that they have the right information they need

22

Analysis/Design Framework Summary (1)

1. INFORMATION ECOLOGY

Analyze the organization's

- **goals and information strategy**
- **Intranet goals** and how they contribute to organizational goals
- **information management policies or practices**; IM problems and challenges
- **information culture**: e.g. ATTITUDES towards information, information *sharing*; NORMS in information *use*, and information *seeking*
- **information politics**
- **physical setting** and its effects on information access and sharing
- **information staff** (e.g. librarians, records managers, IT staff, communication)
- **information handling** rules & routines for the creation, organizing, storing, distribution, and preserving of information.

23

Analysis/Design Framework Summary (2)

2. INFORMATION BEHAVIORS in INFORMATION USE ENVIRONMENTS

Identify the sets of **major users** you studied for the project.

What tasks and **problem situations** do they face that lead them to seek and use information? What do they see as important *problem dimensions*?

Analyze *information needs* in terms of **problem dimensions** and traits of the information they find useful.

Identify their **information seeking** modes and sources.

Understand how they **use information** to achieve desired outcomes.

24

Analysis/Design Framework Summary (3)

3. INTRANETS as VALUE-ADDED PROCESSES

Design **value-added processes** that:

- support the organization's information goals and strategies
- address the information needs and information seeking behaviors of users
- support sense-making, knowledge-creation, and decision-making as information use outcomes

25

Ethics of Intranet Design (1)

Ethical design of the Intranet :

- Engenders trust in content
- Engenders trust in the processes and people that create and manage content and functions
- Encourages people to contribute and make better use of the Intranet
- Protects the rights of different groups of stakeholders

26

Ethics of Intranet Design (2)

Ethical concerns in Intranet design:

- **Content acquisition:** what content will be captured and made accessible via search, etc.
- **Privacy:** what personal information about individuals is stored
- **Rights and ownership:** of ideas, discoveries, inventions
- **Record keeping:** retention and use of logs, blogs, online comments, ...
- **Ethical conduct:** policies and guidelines for users, developers, content creators, Intranet managers, etc.
- **Governance:** structures for decision making, policy making

27