SharePoint for Business

A Six Step Strategy for Achieving Collaboration Success and Improving Business with SharePoint

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Disclaimer

The information provided in this White Paper is by necessity of a general nature, and its applicability to a specific business or organizational context is not guaranteed. Due professional care must be exercised in applying the ideas within this White Paper. All care has been invested in the preparation of this material, but the author accepts no responsibility for its application.
Executive Summary

Microsoft SharePoint is garnering much attention in organizations, with Microsoft’s business partners, among the analyst community, and in the press. It is now a fundamental element of Microsoft’s Office suite and servers. The technology of SharePoint has improved substantially with the 2007 edition, but the question remains: How does an organization think about using SharePoint for business? There is a plethora of written material on the technology, features and technical installation and maintenance of SharePoint, but surprisingly little on the strategic side. This White Paper addresses the latter.

SharePoint for Business proposes a six step strategic framework for thinking about, installing, and driving business-oriented adoption of SharePoint within organizations. The six steps are:

Step 1. Develop a vision on the business reasons for deploying SharePoint within your organization.

Step 2. Get the technical implementation of SharePoint right.

Step 3. Lead people to develop competence in the various tools available in SharePoint.

Step 4. Develop shared agreements on SharePoint practices.

Step 5. Avoid the pitfalls of earlier collaboration technology investments.

Step 6. Cultivate the practices of collaboration.

This paper is addressed to line-of-business managers in organizations. SharePoint is a business-enabling technology and must be driven from pragmatic business reasons. IT and technically-oriented people will gain value from studying it, however, as it will paint the strategic framework within which their work takes place.

As a result of reading this White Paper, readers will be better positioned to actively lead their organizations through the deeper issues involved with deploying a complex social technology.

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Tutorial: What is Microsoft SharePoint?

Although this White Paper isn’t about the technology of SharePoint, let us begin by briefing describing what “SharePoint” is. A common reference point is helpful.

SharePoint 2007 from Microsoft is composed of two related software applications:

- **Microsoft Windows SharePoint Services v3 (WSSv3)**. WSSv3 delivers core functionality to users for creating Web-based team and meeting collaboration sites that include lists of documents, calendar events, tasks, blogs, wiki pages and more. WSSv3 is included in Microsoft Windows Server 2003, and any user with the licensed right to use Windows Server is also permitted to use WSSv3. WSSv3 will also be included in Microsoft Longhorn Server, the next edition of Windows Server.

- **Microsoft Office SharePoint Server 2007 (MOSS or MOSS 2007)**. MOSS is an optional (but generally required) server product from Microsoft that adds numerous additional capabilities, such as document management, Web content management, and business intelligence, among others. There are two licensing costs to MOSS: a license for each server instance, and a license for each user.

**Microsoft Office SharePoint Server 2007**

MOSS adds six key capabilities into an environment using SharePoint:

1. **Collaboration.** A social networking capability to facilitate collaboration between people in the organization is added with MOSS. As above, WSSv3 delivers the core collaboration functionality that MOSS builds on.

2. **Enterprise Search.** The ability for people to search for relevant documents, resources and people across the various information sources inside their organization, including file servers, Web sites, Exchange email, and Lotus Notes databases, among others. Results are sorted for relevance, and results that users are not permitted to view are not displayed (unlike earlier versions). Organizations that only want the search capabilities of MOSS can license this functionality separately.

3. **Enterprise Content Management.** This includes capabilities for managing documents through their lifecycle, for managing internal and external Web sites, and for elevating certain documents to the status of business records.
4. **Enterprise Portals.** Functionality that provide a consolidated interface to multiple information sources and business applications. Portals can be created for the entire organization, as well as individual departments (see Figure 1).

*Figure 1. A Portal Site in Microsoft Office SharePoint Server 2007*

5. **Business Process and Forms.** Establishing workflows for important business processes, and a way of creating structured business forms that work across desktops, Web sites and mobile devices are delivered in MOSS. Forms created using Microsoft’s form authoring tool (Office InfoPath 2007) are published, served and captured by MOSS.

6. **Business Intelligence.** Managers and decision makers benefit from summary information about the performance of their division or the entire organization, and the business intelligence capabilities in MOSS provide a way of delivering dashboards of key information and reporting on key performance indicators. Integration with third-party business systems is supported so that data residing in these can be used to create summary information in MOSS.

Microsoft has much more information available on SharePoint. Visit [http://office.microsoft.com/sharepoint](http://office.microsoft.com/sharepoint) for more information and resources.
Introduction

This document presents a strategic framework to business managers on how to achieve business success with Microsoft SharePoint. It is written by a collaboration success advisor who shows people how to derive the best returns possible from investments in collaborative approaches and technologies. Its contribution is strategic and visionary, while retaining a strong emphasis on good business practice.

A Six Step Framework

The SharePoint for Business strategic framework documented here is composed of six steps (see Figure 2).

The six steps are:

- **Step 1.** Develop a vision on the business reasons for deploying SharePoint within your organization.
- **Step 2.** Get the technical implementation of SharePoint right.
- **Step 3.** Lead people to develop competence in the various tools available in SharePoint.
- **Step 4.** Develop shared agreements on SharePoint practices.
- **Step 5.** Avoid the pitfalls of earlier collaboration technology investments.
- **Step 6.** Cultivate the practices of collaboration.

This White Paper provides a succinct analysis of the strategic framework. Readers requiring greater detail, analysis, direction and advice within a specific organizational context should contact the author directly.

An Independent White Paper

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Figure 2. The SharePoint for Business Strategic Framework

<table>
<thead>
<tr>
<th>The Traditional Approach</th>
<th>The Path of Success</th>
</tr>
</thead>
<tbody>
<tr>
<td>Get the Technical Implementation Right</td>
<td>1 Develop a Vision on the Business Reasons for Deploying SharePoint</td>
</tr>
<tr>
<td></td>
<td>2 Get the Technical Implementation Right</td>
</tr>
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<td></td>
<td>3 Lead People to Develop Competence in the Various Tools</td>
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<td>4 Develop Shared Agreements on SharePoint Practices</td>
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<td></td>
<td>5 Avoid the Pitfalls of Earlier Collaboration Technologies</td>
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<td></td>
<td>6 Cultivate the Practices of Collaboration</td>
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</tbody>
</table>

Outcome: Good Technology, Bad Business

Outcome: Good Business, Good Technology
Step 1. Develop a Vision on the Business Reasons for Deploying SharePoint Within Your Organization

Microsoft SharePoint introduces numerous initial and ongoing costs—both financial and behavioral—to an organization:

1. Upfront fees payable to Microsoft for SharePoint software and user licenses, along with ongoing maintenance and support charges.

2. Initial consulting fees payable to external SharePoint consultants for the implementation and deployment of SharePoint. Customization and integration work in the future will incur additional costs.

3. Ongoing salary and overhead for new employees hired to take responsibility for the day-to-day operations of the SharePoint environment.

4. The behavioral costs associated with requisite changes in work practices from every employee in the organization that is henceforth required to use SharePoint.

These many costs—payable both immediately and in perpetuity until SharePoint is removed—are significant. Thus the absolutely first step when investigating SharePoint is to be clear on the business reasons for doing so.

Well-run organizations have explicitly stated business goals, such as the increase of revenue in the next 36 months. Against each business goal are a number of direct strategy initiatives, which SharePoint can enable directly or indirectly. For example, senior executives may have decided to grow revenue by expanding into new geographical markets, an initiative which SharePoint can enable through facilitating secure information sharing between the new remote offices and the head office.

Five additional common business goals, and an example of the role SharePoint might take within an organization toward the realization of these business goals are outlined in Figure 3.
Figure 3. Link SharePoint to Business Goals

<table>
<thead>
<tr>
<th>Business Goal</th>
<th>The Role of SharePoint</th>
</tr>
</thead>
<tbody>
<tr>
<td>To enhance the customer service experience</td>
<td>Employees interacting with customers can effectively share their new learnings about a specific customer’s preferences with other employees—the level of personalized service received by the customer increases, which enhances customer loyalty.</td>
</tr>
<tr>
<td>To deliver new products and services to market faster</td>
<td>Project team members can share draft documents without using email and keep everyone on the same page with milestones and individual tasks—elapsed time for project work is reduced.</td>
</tr>
<tr>
<td>To improve productivity and effectiveness among knowledge workers</td>
<td>Knowledge workers are able to quickly discover other people within their organization who have expertise on a particular topic—productivity and effectiveness is increased. Work does not have to be duplicated.</td>
</tr>
<tr>
<td>To reduce travel expenses</td>
<td>Project team members are able to attend meetings while having full access to project plans and draft documents from anywhere—the necessity of travel is reduced.</td>
</tr>
<tr>
<td>To streamline the current IT infrastructure</td>
<td>Current infrastructure that is out-dated, unresponsive to current business needs, or composed of a complex collection of point solutions can be replaced with SharePoint—an integrated suite of tools for the next generation of business.</td>
</tr>
</tbody>
</table>

The achievement of identified business goals over time is the critical measure of an organization’s success with SharePoint.

Your Next Action

Clearly articulate the ways in which the capabilities of SharePoint can be used to help your organization reach its business goals. Engage with others from across your organization to gain their perspective and input, and in particular to develop a sense of the tangible and intangible benefits that will accrue to your organization from embracing SharePoint.

Often an external consultant can bring expertise to this step, and help eliminate the politics from the equation. If required, find the appropriate person to assist.
Step 2. Get the Technical Implementation Right

The second step in embracing SharePoint for Business is to ensure that the technical implementation is undertaken correctly. Adopters of earlier versions of SharePoint noted that the mechanics of undertaking a technical implementation were complex, and with the proliferation of capabilities in SharePoint 2007, that complexity is even more pronounced. Given the critical role that SharePoint will assume within an organization, it is essential to get it right.

The technical implementation of SharePoint within an organization is not a task to delegate to an IT employee who has merely tinkered with SharePoint in their spare time. There are three good resources available to an organization, and a mixture of two or more are these is the best way to proceed with minimal business risk.

(a) Microsoft Business Partners

Microsoft has done an outstanding job of building a formal worldwide business partner channel to assist customers implementing its technology. Organizations should review the availability of Microsoft Business Partners in their local market, and evaluate each for specific SharePoint competence and expertise. Business partners that claim to have competence and expertise in SharePoint should have evidence available to back up their claims, such as:

1. White Papers and customer case studies that demonstrate competence and highlight lessons learnt.
2. A history of presentations at SharePoint-related conferences and events.
3. Reference sites that endorse their expertise with SharePoint.
4. Consultants that hold a current “Most Valuable Professional (MVP) for SharePoint” designation from Microsoft.

The more of these factors that are present from a specific business partner, the lower the risk to an organization in engaging them for a SharePoint implementation.

(b) Microsoft Consulting Services

Microsoft wants its customers to succeed in the use of its technology, and has built a consulting division to help with SharePoint implementations. If there is a well-regarded Microsoft consultant specializing in SharePoint who lives and works nearby,
this is one possible resource for organizations. When engaged for a direct implementation project, Microsoft has various methodologies available to ensure the rapid realization of business benefits.

Where a Microsoft Business Partner is already working with an organization, Microsoft Consulting Services can still add significant value to a SharePoint implementation. In this case, the Microsoft consultant will act as a Quality Assurance person during particular milestones in the implementation. This is often a helpful check-and-balance for organizations.

(c) Internal SharePoint Experts

The third good resource available to an organization to assist with the technical implementation of SharePoint is internal IT employees who are adequately trained in SharePoint. Training an internal IT employee, however, is a multi-year process due to the size and complexity of SharePoint. Thus it is not a valid short-term strategy. There are also ongoing costs which must be factored into the equation—SharePoint training courses, SharePoint conference attendance, and more—to ensure that the most up-to-date knowledge is available.

One recommended approach is to add internal IT employees to the SharePoint project team, working with external experts from Microsoft or a business partner. Over the duration of the project, the internal employees gain new knowledge for the ongoing management and maintenance of the resultant SharePoint environment. If a specific employee shows special aptitude for and interest in SharePoint, invest in their ongoing education. When changes or new innovations are required in the future, these internal IT employees can lead the project.

Your Next Action

Identify whether your current Microsoft Business Partner has suitably trained SharePoint professionals available to assist with a SharePoint implementation. If so, start engaging with them about your SharePoint project, in order to evaluate their expertise and the inter-personal chemistry.

If a business partner is not available, look to Microsoft Consulting Services for assistance. Regardless of which option is selected, ensure there is a written and signed commitment to making SharePoint succeed within your organization according to jointly agreed, clear and measurable outcomes. But the chemistry must be right before doing so; getting someone to commit themselves as a professional to your success is key.

Finally, assess who among your current IT employees are potential future internal SharePoint experts, and get them involved immediately in the SharePoint project.
Step 3. Lead People to Develop Competence in the Various Tools Available in SharePoint

Knowledge workers and other employees have years of experience in using existing communication and collaboration technologies to complete their work. Many of these technologies—email, file servers and local file folders—are widely disparaged by new vendors, analysts and power users. While these technologies can not withstand an intellectual attack on their effectiveness in the current business environment, people have a deep emotional connection with them: (a) they know how to use them, (b) usage is second nature, grounded in years of practice, and (c) they have created ways of working with them that are comfortable, known and emotionally secure.

When people are asked to change their work processes and embrace new and different communication and collaboration technologies, there is a process of re-learning that must be taken. The way to do this is to give people the time to develop competence in the various tools available in SharePoint in an informal setting before they have to use them for business-critical projects. The intention is to cultivate within people a deep level of comfort with using SharePoint on a day-to-day basis, so that when they are asked to lead a high-risk, high-return, bet-the-business project, the use of SharePoint will be the pre-eminent option in their minds. If it isn’t, they will fall back to earlier technologies.

These are the recommended tasks:
1. Provide common conceptual training on SharePoint.
2. Create and publicize a SharePoint sandbox
3. Capture and disseminate best practices

Task 1. Provide Common Conceptual Training on SharePoint

Develop or buy training materials that explain with theory and examples the technology artifacts available in SharePoint. Specifically:

- The nature of each tool.
- The similarities, differences, and relationships between tools.
- Effective ways of using the various tools, as well as situations where usage would be inappropriate.
- A comparison between the “old way of doing things” and the “new way of doing things” for common work processes and practices, to demonstrate the benefits of the new approach.
The aim is to provide a common base of conceptual awareness across the entire organization as to what SharePoint is, and how it can be used in day-to-day work.
Task 2. Create and Publicize a SharePoint Sandbox

Create a sandbox in your SharePoint environment where people are free to explore the capabilities and limitations of SharePoint in an informal setting. This means that people will be free to use the various tools in SharePoint for informal business, non-business and personal activities so they can develop competence in their use.

- *Try Out the Various Tools.* People can create SharePoint team spaces, blogs, wikis, discussion areas, shared calendars, shared task lists, document lists and more for (a) their own day-to-day work processes, (b) the organization’s social club, and (c) personal group activities like little league coordination. Doing so will enable them to self-learn how to get a group going, what the various tools are for, where to click, what else they can add to make it better, and more.

- *Learn from Microsoft’s SharePoint Templates.* Microsoft currently offers 40 out-of-the-box SharePoint templates that provide examples of how to use SharePoint capabilities in creative ways. These include Board of Directors, Business Performance Reporting, Competitive Analysis, Equity Research, New Store Opening, Sports League, Timecard Management, and 32 others. Ensure they are available in the sandbox, so people can use them to get ideas and insights for how to use SharePoint in their work.

Task 3. Capture and Disseminate Best Practices and Adoption Ideas

As the project progresses, people will develop and refine their own ideas on how best to use the various capabilities in SharePoint, and how to best encourage other people to adopt it. Provide a forum—either a regular in-person discussion for interested parties, or a discussion group on SharePoint—for sharing best practices across the organization, for highlighting and overcoming problems within the SharePoint implementation, and for discussing and eliminating poor ways of using SharePoint. This ongoing feedback gained and refined through these engagement methods will ensure that the best learnings are spread across teams, groups, departments and eventually the entire organization.

Your Next Action

You want people to be so passionate about the personal benefits they have experienced in using SharePoint that they evangelize its use to everyone else for joint projects and initiatives. Cultivate this by giving people the time and space to develop competence in the various tools available in SharePoint by providing common training, offering a SharePoint sandbox, and sharing best practices.
Step 4. Develop Shared Agreements on SharePoint Practices

Software tools that enhance individual work have a major difference in usage within an organizational context than software tools that enhance group work.

Individual Software Tools vs. Group Tools

How people use software tools that are designed to enhance individual work—a word processor, a spreadsheet program, an email client—is largely irrelevant to how other people within the same team, group or organization use the same tools. One person can use individual-oriented software tools in one way, a second person can use it in a different way, and a third person can use it in yet another different way. Each person’s adoption and method of appropriating the features in such software is standalone and independent from how others do so.

Consider email as an example. One person can file related messages into a hierarchy of folders. Another can drag all completed messages into a single folder and use the search function to find related messages. Yet a third can keep all their messages in the Inbox. With respect to the functioning of the group, these different uses are largely irrelevant.

This is not the case with group-oriented software tools where people must interact with screen layouts and content contributions that are open to manipulation from many people. For example, the way that each person uses the various tools in a SharePoint environment impacts on everyone who accesses that environment for their work. Consider:

- If people consistently put related documents or new versions of documents into different places, others will get frustrated and annoyed.
- If some people insist on using a wiki to create meeting notes but others want to use Microsoft Word, there will be conflict within the team.
- If some people in a team check the SharePoint team site only once a week rather than daily, they will be out of step with the current status of joint work, which will impact negatively on the work of everyone.

The more that different people are able to use SharePoint in a common way, the more of a positive impact SharePoint can have across an organization.
Agreements are Essential for Group Tools

The effective and efficient usage of SharePoint within a group setting is contingent upon a common model of usage emerging within the group. The group must develop a shared agreement on their practices for using SharePoint on a day-to-day basis. For project teams intending to adopt SharePoint as a shared place for their project work, one of their early agenda items must be to get agreement on how the team will use specific features and functions within SharePoint.

- For project documentation, will the team use a SharePoint blog, a SharePoint wiki, or a series of Microsoft Word documents in a document list?
- For project communications within the team, which tool will be used? Or will the team rely on email for project communications?
- For project presentations, will slide decks be created using a PowerPoint Slide Library, or will the content be created in a wiki?

Teams must explicitly discuss and build their own norms around tool usage early in the teaming process, so that everyone has common expectations. Teams and their individual members must arrive at the behavioral point where the statement “Put it in SharePoint” elicits the same level of embedded understanding of habit and practice that many people have when they hear “Send me an email about that” or “Send me a meeting invitation”. Through years of practice and experience, knowledge workers and managers have a clear understanding of how to do “email” and “meeting invitations”. SharePoint usage on a day-to-day basis will be resisted unless people on teams and in groups have a similar level of comfort with the essential practices of SharePoint.

Teams will not need to be so explicit about creating shared agreements in perpetuity, but in the early days of a new communication, coordination and collaboration technology, it is critical. The implementation will fail or be severely crippled without it.

Your Next Action

Through the directed training and hands-on experience from Step 3, people will have a good sense of the possibilities of SharePoint. Encourage new project teams and groups adopting SharePoint to explicitly discuss how they will use the various features and functions of SharePoint for group success.
Step 5. Avoid the Pitfalls of Earlier Collaboration Technology Investments

Microsoft SharePoint 2007 is similar in technology architecture and organizational intent to other collaboration technologies in use today by organizations. Organizations can learn from the technology and organizational pitfalls that were experienced during the lifecycle of these earlier investments. Knowing in advance of the nature of those problems creates an opportunity to avoid disaster.

Pitfall 1. Everyone Has The Right to Create Applications

When every person in an organization has the right to create group-oriented applications, an architectural disaster ensues. Fiefdoms grow up around specific applications, and encroachments from IT or other groups are speedily repelled.

The way to avoid this pitfall is to standardize on as few as possible group-oriented SharePoint templates. These should be developed in conjunction with early adopter groups, and control over their design should be retained centrally. If an individual develops a way doing their own work in SharePoint that has broader applicability, ownership of the shared design should be moved to the IT group, where wider feedback can be obtained, using a formal change methodology.

Pitfall 2. Design Documentation is Not Prepared

When building a group-oriented application, the initial designer has a clear sense of the design and how it integrates with other applications, directories and security systems within the IT environment. When these design decisions and points of integration are not documented for wider consideration, the effect of future application and IT environmental changes can not be predicted. The lack of insight into dependencies leads to poor business flexibility.

Avoiding this pitfall requires that adequate documentation is prepared on all SharePoint templates that are used by groups within the organization, including dependencies on other system elements and other SharePoint applications and lists. Such documentation must be kept up-to-date by the application’s designer, and it must be easy for other people to find.
Pitfall 3. Dead Applications Hang Around

Applications have a lifecycle of usage: an application is developed in response to an identified and articulated business need, the application is used and changes are made over time, and at some point the application is superseded by new technology or is just no longer needed. Organizations that have not followed a rigorous process for extracting vital records from collaborative applications at the end of their lifecycle and archiving the application off the production environment have suffered from information decay and confusion regarding knowledge assets.

There is a simple way to avoid this problem. Once the lifecycle of a SharePoint application ends, key artifacts (records) should be published more widely, a post-project review done (e.g., key learnings are captured and disseminated), and the application should be cleaned up and archived off the production servers.

Pitfall 4. Application Design and Work Practice are Disconnecte

When the design and refinement of collaborative applications is driven by new capabilities in the software rather than a deep engagement with current and emerging business needs, users spurn what is being offered. When IT developers and administrators forget that they exist to serve the business, there is a swift divergence of actual adoption and usage from what is theoretically possible.

SharePoint delivers business benefits when it is aligned with business processes and work practices. Those responsible for the design of SharePoint applications must get out amongst the business user population and listen with the intent of understanding how to tailor SharePoint to current and emergent business requirements.

Warning on Switching to SharePoint

For organizations with a current collaboration technology that “isn’t working”, merely switching to SharePoint will not solve the problem. The majority of the drivers for success of a collaboration technology are cultural and people-oriented, not tool and feature focused. However, to re-launch a collaborative initiative within an organization, changing to a new technology can be part of the overall strategy of signaling that major changes are forthcoming. Assuming that the human factors are dealt with appropriately, switching to SharePoint makes sense in this situation.

Your Next Action

Organizations looking to replace earlier collaboration technologies with SharePoint 2007 should examine the pitfalls they have faced. This can be facilitated through a series of workshops and interviews with business and IT users. Specifically identified pitfalls should be noted—and mitigations designed and planned for—so that the new SharePoint implementation does not suffer a similar fate.
Step 6. Cultivate the Practices of Collaboration

Beyond document lists, beyond wikis and blogs, beyond workflow-enabled forms, beyond SharePoint lies the wider and more important set of principles and practices that underlie all collaborative endeavors and technology investments. Being effective and achieving a business return with technologies like SharePoint requires the conscious cultivation of the practices of effective collaboration among people. Note that while this is labeled as “Step 6”, the cultivation of these practices is ongoing, and their reinforcement and refinement is a perpetual organizational and human activity.

Practice 1. Shared and Common Outcomes

Whenever people work together on a project or task, they must share and embrace a common outcome. It is essential that clarity on this is developed very early in the process. If changes to the stated and agreed outcome must be made for organizational reasons or due to environmental changes during the course of the work, than everyone must be given the opportunity to re-commit to the new outcome.

This shared and common outcome must be stated in terms of an end goal and in language that is meaningful to the individuals personally. Stating the result of joint work in terms of a set of process steps to follow is insufficient.

Practice 2. Interdependence

True collaboration is based on the concept that “we” are smarter and more capable than “I”. If people believe that they know everything and that others have nothing to offer, collaborative initiatives will be severely hindered. On the other hand, with an intelligent awareness that different people bring different strengths and perspectives, people are able to work together effectively.

Practice 3. Trust

People can not work effectively together if they doubt the motivations or intentions of the others with whom they are being asked to work. They won’t do their best work, but will hold back much of their zest and creativity for fear of being ridiculed. Face-to-face time in work and non-work settings is often the quickest way of cultivating trust, but in circumstances where co-location is impossible trust must be first given and then earned. That means that instead of holding back a willingness to
trust, a person starts with the assumption that the other will be trustworthy, and then as they gain more experience in working with the other, they revise up or down the level of trust they have given.

**Practice 4. Celebrating Conflicting Perspectives**

Given the differences in the strengths and perspectives of the people in your organization, there will be conflict. Different people look at the world and ideas in different ways. Different people have diverse expectations. People argue from different worldviews and according to different frameworks. These points of conflict are what makes collaboration work; they must be celebrated and not prematurely shut down. If two people hold vastly different perspectives, physically move them so they work side-by-side for a period of time. If they (a) are committed to interdependence, and (b) trust that the other is working for the good of the whole, then they will develop a resolution that honors the common outcome and their individual perspectives.

**Your Next Action**

These four practices of collaboration—and others like them—form the story around the story. If people get these practices right, then they can make the technology work. Teach these practices. Model these practices. Expect others to put these practices into action.
Summary and Next Actions

This White Paper has laid out a comprehensive strategy for how to effectively embrace Microsoft SharePoint for business. Taking and applying this six step framework within an organization will greatly enhance the business returns derived as a result of a SharePoint investment. Not doing so will severely reduce the effectiveness of SharePoint and the realization of hoped for business benefits.

What Are You Going to Do Differently?

Having invested time and effort into reading this White Paper, it is highly recommended that you set aside a few minutes and decide what you will do differently as a result. How will you take the ideas presented in this White Paper and use them for advantage within your business or organization? Write your three top ideas here:

1. 

2. 

3. 

Happy to Help You Succeed with SharePoint

If you do not have people within your organization that can help with the implementation of these ideas, please contact Michael Sampson to enquire about assistance through The Michael Sampson Company Limited.

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Thanks

Feedback from ten reviewers across the world on an earlier draft of this White Paper was very helpful in honing this final product. To each reviewer I offer my sincere thanks for their input and advice.
About The Michael Sampson Company Limited

The consulting and research work of The Michael Sampson Company is focused on **improving the capability of teams that can’t be together, to work together**. Clients from across the world seek out Michael Sampson for answers to three questions related to this focus:

1. **The Selection Question.** Canonical issues include how an organization should go about designing a new collaboration environment for team productivity, what vendors should it look at, and what products work best for their needs.

2. **The Possibilities Question.** Work practices arise from a combination of enabling technologies and team agreements. When the technology changes, new ways of working are possible. Canonical issues include the new possibilities opened by a specific new technology, analysis as to what is required to achieve a business return if something new was embraced, and the creation of new work practice scenarios.

3. **The Effective Use Question.** Regardless of the specific technology infrastructure in place, organizations need to get a business return on what they have. Canonical issues include how to effectively take advantage of the capabilities in the organization’s collaboration platform, in line with business priorities.

Specific interventions and methods of engagement are undertaken depending on the needs of the client. Whether it is a multi-day workshop, a seminar, a research project or some other form, we work to get the right outcome and deliver increased clarity.

For more information, contact Michael Sampson at michael@michaelsampson.net