

Худшее в практике интранета, или 10 способов загубить интранет

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Sam Marshall

- Директор ClearBox Consulting
- До этого руководил внедрением международного портала в Unilever
- Опыт работы в области коммуникаций, управления знаниями и IT
- Партнер Intranet Benchmarking Forum

ClearBox Consulting

- Стратегия интранета
- Эффективные коммуникации в интранете
- Enterprise 2.0
- Групповая работа
- Онлайн сообщества



Учиться на
своих
ошибках -
хорошо...



...но на
чужих
гораздо
дешевле

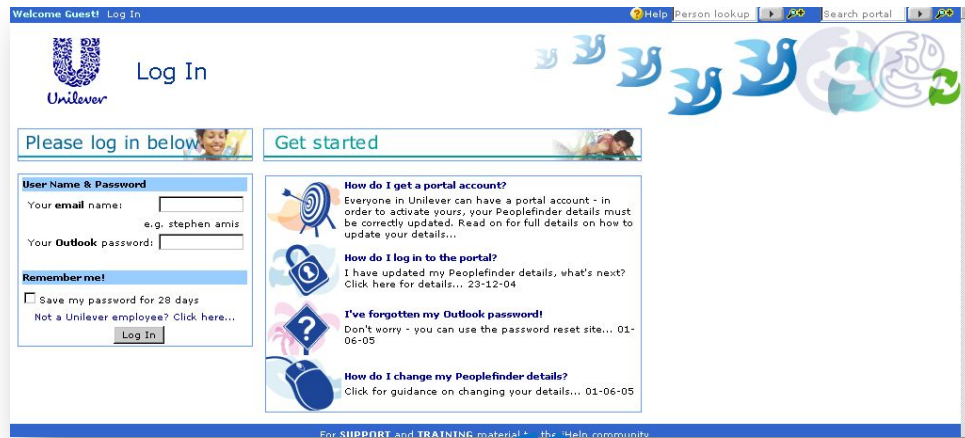


1. Посвятите интранет главному офису

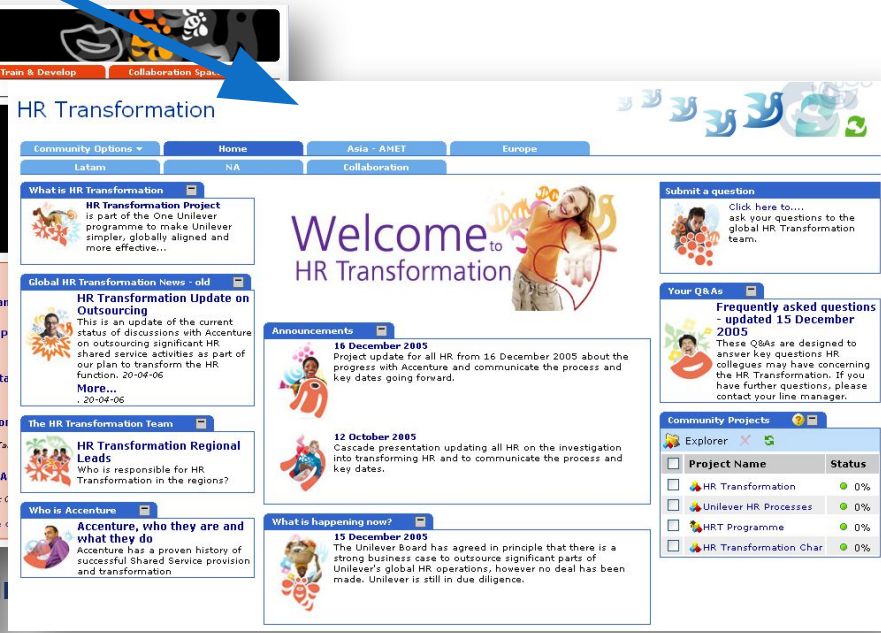
- Основное внимание уделяйте глобальным вопросам, корпоративной стратегии и новостям главного офиса
- Сделайте главную страницу одинаковой для всех и неизменной



На портале Unilever вид стартовой страницы зависит от профиля пользователя



Unilever Arabia



UBF Italy

Inside this Community ▾

News e Comunicati | Lavorare in UBFI | Strategy&Performance | Le Nostre Persone | TPM SHE ISO | Calendario Company | Brands | Prova

Join this Community

Welcome to UBF Italy

Profilo di UBFI

Membri di Board



I Nostri Valori

Locations

Organisational Communication

Comunicati organizzativi
Oil Business Unit e Marketing

Ufficio Fiscale Unilever Italia - presenza ad Inveruno
Nuove date : Settembre- Dicembre

Comunicato Unilever Italia
National Chairman Unilever Italia

Chiusura estiva spaccio
Lunedì di Luglio e chiusura estiva

Sportello Banca
orario estivo Luglio ed Agosto

Chiusure pomeriggi estivi dal 25/06 al 3/09
Verbale di Accordo

Unilever News



Snack bar success for Hellmann's

World-class brand activation in Brazil for core Foods brand
24-08-04

View All...

UBFE - News

Announcements Czech & Slovak Republic

Karel Foltyn / Dagmar Richardson 26-08-04

View All...

UBF Italy News



Global People Survey 2004

Settembre 2004 03-08-04

Feedback positivo di Kojima-San a Sanguinetto

Report Visita 8-9 Luglio 22-07-04

Audit 14001

Un'attesa riconferma 16-07-04

View All...

Per saperne di piu', informazioni...

dall'Italia:

Corriere della Sera
La Repubblica
Il Sole 24 Ore
ANSA
Regione Lombardia

dal mondo:

BBC News
CNN
FT.com



PeopleFinder

Global directory for Unilever people & companies

UBFE Hot Topics



Quarterly briefing Q2 2004

Key messages from Manfred Stach 11-08-04



food4life.unilever.com

Sharing the best in Foods



Unilever Brand Centre:



thebrandcentre.unilever.com

Design guidelines for Unilever Brand use on packaging and NPI

Mappa del Sito

- | | |
|---------------------------|-----------------------|
| + News e Comunicati: | + Lavorare in UBFI: |
| + Strategy & Performance: | + Le Nostre Persone: |
| + TPM SHE ISO: | + Calendario Company: |
| + Brands: | |

La biblioteca virtuale dei siti Intranet Unilever



Il tuo Feedback



Inserisci i tuoi commenti!

Welcome to UBF Italy

Profilo di UBFI

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Organisational Communication

- Comunicati organizzativi**
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ANSA
Regione Lombardia

dal mondo:

BBC News
CNN
FT.com

PeopleFinder

**Общекорпоративный
КОНТЕНТ**

Quarterly briefing Q2 2004
Key messages from Manfred Stach 11-08-04

**Региональный
КОНТЕНТ**

Design guidelines for Unilever Brand
use on packaging and NPI

Местный КОНТЕНТ

Performance:

+ TPM SHE ISO:

+ Calendario Company:

+ Brands:

La biblioteca virtuale dei siti Intranet Unilever



Il tuo Feedback



Inserisci i tuoi commenti!

2. Поощряйте молчание

- Пусть пишут только специалисты по коммуникациям
 - Другие могут сказать что-нибудь не то
- Если спрашивайте мнение сотрудников, не задавайте конкретных вопросов
 - ...и не чаще, чем раз в 2 года
- Не допускайте дискуссий по инициативе сотрудников
 - это источник проблем



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Home

search

navigation

- [Home](#)
- [Recent changes](#)
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Welcome to BTpedia



The number of articles on
BTpedia today is: 1423

"Did you notice the **new navigation bar** at the top of the page? It's designed to let you know when you're accessing intranet pages which contain **user generated content**. We're thinking of rolling it out across the whole intranet on these types of pages. What do you think of it - **let us know**? Oh, and keep publishing and sharing on this site - the more we share, the more valuable BTpedia becomes. If you need help, check out the **Getting Started** guide." *Richard Dennison*

21CN	Agile Delivery	Agile Working	All Acronyms	BSSD	BTB	BT Acronyms	BT Design	BT Operate	Best
Practise	Beta	Billing	Blogs	Brand	Broadband	Common Acronyms	Complaint	Contributors &	
Gardeners	Crh Test	Database	Delivery Partners	Directory Enquiries	Disambiguation	Editor handbook	Email		
Emergency	Forecast	Forum	General Info	Global Services	Groups	Growth	HR	Help	ITIL
Innovation	Knowledge	Leadership	Line of business	Market Sizing	Nortel	Ofcom	OfficeSpeak		
Offices	Omniture	Open Source	Openreach	Oracle	Outlook	Pages Proposed for Deletion	Pages That Need Editing		
Process improvement	Products	Radianz	Recognition	Retail	Reward	SAP	SDK	Security	Social Media
	Special Acronyms	Technology	Template Documentation	Test Laptops	Wholesale				

Newly Posted Articles

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- [Application Service \(702788974 \)](#) - [17:01, 29 October 2008]
- [Business Service \(702788974 \)](#) - [18:31, 29 October 2008]
- [COTS \(702788974 \)](#) - [18:00, 29 October 2008]
- [Enterprise Modelling \(702788974 \)](#) - [15:55, 29 October 2008]
- [Overnight rate \(790118597 \)](#) - [15:21, 29 October 2008]
- [Outlook - Useful Tips \(800878588 \)](#) - [14:07, 29 October 2008]
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- [Phone faults](#) - (6413 views)
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News Front Page World UK Last Updated: Saturday, 28 July 2007, 16:56 GMT 17:56 UK

E-mail this to a friend Printable version

Body found in flooded Tewkesbury

Police searching for a teenager who went missing in the badly flooded town of Tewkesbury have found a body.

Mitchell Taylor, 19, was last seen leaving a bar on 21 July. Two men were found dead on Thursday, after pumping water from a rugby club.

About 130,000 homes in Gloucestershire are still without running water and the situation is likely to last for days.

Further heavy rain is predicted overnight in the area, and police advised people to stay indoors.

BBC forecaster Peter Gibbs said: "On Saturday night we are going to see some heavy rain but it's not going to be anything like the amount we saw when we had the flooding originally."

"Still the ground is saturated, which can cause concern."

The chief constable said: "We do not know if any of the emergency services have become stuck, but we have engaged in a search for them."

Gloucestershire Police said the man's body, which has not yet been formally identified, was discovered by an RAF hovercraft crew in a flooded parkland near the town's abbey.



The body was found near Tewkesbury Abbey

WATCH BBC floods special

- Flood fears spark travel alert
- In pictures: Rescued animals
- In pictures: Floods a week on

VIDEO AND AUDIO NEWS The latest on Tewkesbury floods

WATCH

- LATEST
- 2007 'floods'
- Hull floods
- Sir Martin
- Floods cause rising death toll
- March against flood-plain housing
- Government asks EU for cash

IN PICTURES

London's drowning Could a flood devastate central London?

Animals rescued from floods

Floods one week on

FEATURES

Back to school

Фото пользователей

"Have your say"

Рейтинг по предпочтениям пользователей

Water companies across the UK have been sending in tankers to help thousands of homeowners whose supplies have been contaminated, and the Red Cross has been delivering food parcels.

The charity's appeal for



A specialist hovercraft was used to find the body

MOST POPULAR STORIES NOW

MOST E-MAILED MOST READ

- N Zealand stunned by All Blacks' exit
- Own-brand chocs 'now favourites'
- Brown 'treating people as fools'
- Iran envoy 'elite force member'
- Rock 'could remain independent'

Most popular now, in detail

Искренний тон

Community Options ▾

Home

HR Strategy

HR Transformation

Indiv. Pe

Learning

Reward

Talent Management

HRMS

HR Ac

hr4hr@Unilever Introduction

**Welcome to hr4hr@unilever**
Introducing the new HR portal,
designed for HR professionals
within Unilever.

What

hr4hr



Welcome

The Ogg Blog



11 October - Russia and Vitality
A few weeks ago, the Unilever Executive as a team made
a visit to Central and Eastern Europe. We split up into
pairs and visited Moscow, Rostov, Kiev in Russia;
Kazakhstan and Romania. I personally went to Rostov with
Vindi Banga, President Foods.

peoplefinder profile

3. Создавайте информационные поводы

- Исходите из того, что люди ежедневно ждут новостей
- Остальное можно задвинуть подальше:
 - расходы
 - командировки
 - заказ переговорных и пр.
- Не беспокойтесь об удобном доступе к контенту:
 - поиск людей\экспертов
 - рабочие процессы
 - совместная работа



Sales Home - Microsoft Internet Explorer


FileEditViewFavoritesToolsHelp

BackForwardStopSearchFavoritesMediaPrintFaxMailNew Tab

LinksMy SiteVitaminsVitamin Sales Team

Addresshttp://server/sites/datacentral/sales/sales.aspxGo

HomeSalesInventoryEarningsConfigureSite SettingsHelpUp to Contoso

Vitamins Team Portal

Modify Shared Page

Sales Navigation:

Sales Home

Numbers for Today

Sales Analysis

Sales Analysis by Item

Project Timesheet

Microsoft Office Project Web Access

Update AllUpdate Selected RowsSave

View my tasks

	Task Name	Work	% Work	Actual Work	Remaining Work	
	100X DVD Drive	12h		6h	6h	Act.
	New Product- 100X	12h		6h	6h	Act.
	Preliminary Test	4h		4h	0h	Act.

contoso

Pharmaceuticals

Sales Highlights

Highest Revenue Customer YTD	Top Salesperson this period	Highest Sale	Revenue
Alton Manufacturing \$111,078.99	Paul West \$481,075.66	Period 4: \$74,910.65 YTD: \$74,910.65	Period 4: \$25,624.00 YTD: \$1,713,401.00

Sales Items - Best Sellers

Best sellers on quantity

Item	Description	Class	Sales Amount	Quantity	Margin
100XLG	Green Phone		\$3,836.80	64	\$284.80
FAXX-CAN-9800	Cantata FaxPhone 9800	RETAIL	\$141,597.05	59	\$73,102.21
ACCS-RST-DXBK	Shoulder Rest-Deluxe Black	RETAIL	\$437.80	44	\$237.60
ACCS-CRD-12WH	Phone Cord - 12' White	RETAIL	\$407.95	41	\$273.06
ACCS-RST-DXWH	Shoulder Rest - Deluxe White	RETAIL	\$348.25	35	\$193.00
PHON-ATT-53BL	Cordless-Attractive 5352-Blue	AT&T CORD	\$4,748.75	25	\$2,421.52
PHON-ATT-53WH	Cordless-Attractive 5352-White	AT&T CORD	\$4,558.80	24	\$2,346.90
REPR-TWO-0002	On-site Repair		\$803.86	23	\$803.86
ANSW-PAN-1450	Panache KX-T1450 answer	RETAIL	\$2,308.95	21	\$1,253.70
ACCS-HDS-1EAR	Headset-Single Ear	RETAIL	\$1,519.05	19	\$785.84

Done

Trusted sites

Start

Sales Home - Microso...

Presentation2.ppt

Employee Self Service



ESS Home

Share Price: 393.75 -1.50 08:26 10 Sep 2007

Welcome Tony Breadmore | My Details | Logout

News

Travel

Our Airline

Company Procedures

Business Info

BA and Me

Off Duty

>Home

Shortcuts



- > ba.com
- > Blueprint
- > Clarity
- > Corporate Directory
- > ePay
- > ESS applications
- > Im intranet
- > Safari IT books
- > Sales Secure Info

Help desks

- > Im Service Centre
- > 85000 FM Online
- > BA2Buy Helpdesk UK
- > Pay & People
- > Service Centre Online
- > Hotline Helpdesk
- > BA Retiree FAQs

Corporate instructions

- > BA Standing Instructions
- > Finance Standing Instructions
- > Self Audit

My messages

- > You have 0 unread messages in your ESS Mail Inbox
- > Changes to the ESS home page - more details

Breaking news



- > Chinese airline's \$3.8bn Boeing order
- > BA's August 2007 traffic statistics
- > BA launches two major customer service campaigns
- > Chile and India sign open skies air cargo treaty
- > more...

In depth news



- > Fresh focus on service to customers
British Airways has launched two major initiatives heavily focused on the airline's commitment to providing excellent service to its customers.

Your departmental news - Im

- > Im Business Weekly Update 31st August 2007 (Wednesday, September 05, 2007)
- > Book your People Skillbyte now for September and October (Wednesday, August 29, 2007)

What's new

- > Have you got a BA mobile phone?
- > Latest Weekly Brief - 07 September
- > Test new ba.com technology
- > Your guide to refreshing service
- > Competitor Technology Watch - August report
- > more...

Search

☒ Intranet ☐ FAQs

Find a Person

Our Performance

12% > operating margin for Q1 - click here

Network

Punctuality

43 % on time today
37 % yesterday
(Target 49 %)
Last update: 08:47 Mon
> The World On Time

Bringing T5 alive

> T5 news and info



4. Сделайте его ненадежным

- Нестабильный
- Медленно работает
- Периодически пропадают записи
- Устаревший безликий контент
 - не указаны даты публикаций, сроки хранения документов
 - владельцы неизвестны
- Противоречивый контент
 - Какая это версия правил?



5. Пускайте эксперименты на самотек

- Пусть цель интранета определяется по ходу
- Оставляйте всё в тестовой версии
- Услышали о новой технологии – сразу внедряйте
 - Вики, блоги, Yammer, Google Docs и пр.



Верная стратегия интранета...

- ✓ Отражает стратегию **организации**
- ✓ Гибко реагирует на изменения требований бизнеса
- ✓ Включает четкие ориентиры и сроки
- ✓ Определяет выбор технологий, но не наоборот



6. Скрывайте нужную информацию

- Организуйте контент по департаментам
- Сделайте на главной странице большой блок «поиск везде»
 - Но индексируйте только несколько страниц
- Храните самые востребованные документы на жестком диске
 - Рассылайте оповещения всем сотрудникам, как только какой-нибудь документ изменился



7. Добейтесь информационной перегрузки

- Зачем ограничиваться одним сайтом, если можно сделать 1000?
 - Старые сайты оставляйте на всякий случай
- Если у вас есть сообщение,
 1. напечатайте его в журнале
 2. отсканируйте и выложите в интранете
 3. разошлите по e-mail
 4. попросите менеджеров информировать сотрудников их подразделений



8. Исключите половину сотрудников

- Не беспокойтесь о производственных работниках
 - Все равно им, скорее всего, не интересно
 - Объясните им, что все процессы вполне можно выполнять на бумаге
- Не беспокойтесь о тех, кто работает вне офиса
 - Они всегда могут зайти в интранет в пятницу вечером



9. Создайте конфликт поколений

● Поколение Google

Почему в интранете не сделать больше общего с Facebook?

Если компания не предоставляет мне нужные средства, я буду пользоваться ими в интернете

Почему я не могу просто отправить им сообщение?

● Старшее поколение

Интранет – для бизнеса, а не для обсуждения молодежных тем

Здесь слишком много разных средств, у меня нет времени с ними разбираться

Почему нельзя просто позвонить, если что-то нужно?

и наконец....



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10. Неустанно вносите в интерфейс разнообразие

- Используйте яркие цвета, чтобы выделять важные фразы, а также
 - **bold**
 - **CAPS, !!!**
 - **FLASH** анимацию
- облако **ТЕГОВ**
- и трехмерные объекты



Не забывайте использовать одновременно все доступные каналы коммуникации:

- публикуйте в корпоративной прессе
- делайте рассылки
- передавайте через руководителей...



Спасибо

Вопросы?



www.clearboxconsulting.co.uk

ClearBox Consulting

- Стратегия интранета – карта будущего
- Управление изменениями в интранете
- Enterprise 2.0 – получите больше от использования вики, блогов, форумов и пр.
- Как создавать онлайн сообщества

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