

A decorative graphic consisting of a thin yellow circle on the left side, partially overlapping a horizontal bar. The bar has a light green gradient and contains the title text. Large black brackets are on the left and right sides of the bar, and a yellow bracket is on the right side of the slide.

Evaluating New Technologies: Getting Management Buy-In

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[Agenda]

- New technologies
- Evaluating, recommending, justifying
- Building a business case
- Questions

[New Technologies]

- Social networking, social software, social media
 - Unclear terminology
 - Collaboration is unifying theme
- All things 2.0 (Web, Library, Enterprise, Learning....)
 - Empowerment, sharing, communication are unifying themes

Examples

- Blogs, wikis, tagging, mashups, RSS, cloud computing, social bookmarks
- Flickr, YouTube, Facebook, Twitter, Ning, LinkedIn, FriendFeed, MySpace, Digg, Reddit, Last.fm, LibraryThing, StumbleUpon, SharePoint
- Wikipedia lists over 100, some of which you don't want to use

[Implications for Research]

- Magazines and newspapers are adding information to their websites that don't show up in archival versions.
 - Journalists, Columnists have blogs
 - Reader commentary
 - Mashups (911 calls in Indy)
- What is a publication? What is saved? What are we paying for with our premium content subscriptions?

[What Does it Mean for Info Pros?]

- Does your management appreciate the power of social?
- Does your staff appreciate the power of social?
- Do you?

[Personal Versus Business]

- Some social tools are very useful for research purposes
 - You'll get little pushback when using sites like LinkedIn, Digg, Furl, Technorati
 - If downloading software (plugins, widgets) or using Java is involved, you may have problems
- Keep your personal life out of worklife
 - Blogs, tweets, Facebook commentary
 - But understand that people do it

[Internal versus External]

- When thinking about adding new technologies, will they be used only within the firewall or to communicate externally?
- The issues are very different
- What level of approval do you need? Who holds the purse strings? Is a cost involved or do you just need dispensation?
- SLA's 23 Things

[Common Sense]

- Would you add your library's collection of proprietary market research reports to LibraryThing?
- Would you ask for help with a confidential research request using any social media? Including a library discussion list?
- Would you use Twitter to complain about a library patron (who could be identified)?

[Appropriateness]

- Would you SuperPoke your boss?
- Throw something at a customer?
- Post something derogatory about a co-worker on any social media?
- Reveal something too personal about yourself?
- Use data from a questionable source in a mashup?

[Social in a Business Setting]

- Evaluating products, services, technologies
- Recommending them for internal use
- Justifying your recommendation

[Evaluation]

- Guidelines for social software, 2.0 technologies, not really different from past evaluation criteria
- Peer pressure (shiny, new, cool)
- Not just library implementation (can affect entire organization)
- Complexity in technology and in decision making

[Why Add Social Tools?]

- Customer expectations
- Marketing yourself, your department
- Product promotion
- Transmitting information, sharing knowledge
- Learning others' expertise
- Reputation management
- Back channel at conferences, meetings

[Recommending]

- Getting outside your comfort zone
- This isn't just library decision
- Opportunity to join a larger conversation
- Position library—and information professionals—as technology experts
- Put info pros at the center of decision making for entire organization

Justifications

- Gartner analysts say social apps should be permitted at work
 - WorkLight study says 69% of US businesses allow access (up from 37% last year)
 - CreditSuisse bans them
- Does management even know if employees are using them?

[Enterprise Social Search Tools]

- IBM introduced software for enterprise mashups
- Yammer: microblogging for the enterprise
- Traction Software: collaborative internal websites

[What Problem Does It Solve?]

- New technology should solve problem, not provide a solution to a problem your organization doesn't have
- Not all organizations realize they have a problem to be solved
- What are you trying to accomplish?
- How can you best accomplish it?

[How Well Does it Solve Problem?]

- Does technology work as advertised?
- Will it survive?
- Tech support from whom?
- Who owns data?
- Advantages and drawbacks, pros and cons

[Common Objections]

- This social stuff just wastes time
- It's an invasion of privacy
- Using collaborative technologies opens us up for security violations
- Employees could give away corporate secrets
- It's just a fad, get over it
- What about Sarbanes Oxley?

[These Aren't Trivial]

- Don't be too quick to brand people Luddites
- Some of these are real and serious concerns
- Some of them are deal killers
- Some aren't
- You need to know the difference and be able to explain the difference

Counter Arguments

- These need to be constructed with the understanding that some of the objections are valid.
- Understand the technical ramifications of introducing new technologies
- Management responsibilities include setting policies

[Who Are Stakeholders?]

- IT (who may either be effusively enthusiastic or possessively paranoid)
- Sales & marketing
- Human resources
- Strategic planning
- Top management
- Others?

[Different WorldViews]

- Everybody sees technology through their own prism
- Librarianship ethos: Sharing is good
- Sales & marketing: If it doesn't affect my commission, I'm OK with it
- Strategic planning: What about regulatory compliance
- IT: What about malware, privacy, security

[Understand Dynamics]

- What type of organization do you work for? Risk taking? Risk averse?
- Or should you understand dynamics of division, department, your boss?
- Who is ultimate decision maker?
 - You?
 - Your management?
- Who's driving initiative?

[Making the Business Case]

- Align with corporate/department/organization's goals
- Understand the internal decision-making process
- Build a case based on outcomes
- Deflect criticisms before they are voiced
- Anecdotes or statistics?

[Tailor Your Argument]

- Anticipate objections and be prepared to give rebuttal tailored to audience
- Do background research in literature for their discipline, their world view
- Ground your business case in the realities of your situation, your organization
- Timing is important

[Money Implications]

- Budget
- Cost of purchase
- Cost to implement (even if free)
- Time involved
- Savings to company
- Non-monetary benefits

[Delivery of Proposal]

- PowerPoint bullet points
- Executive summary paragraph
- Brief narrative (a few pages)
- Extended report
- Start with benefits (problem to be solved, need or opportunity), then move on to technicalities

[Anecdotes]

- Who else (preferably in your industry) is doing this?
 - Best Buy's Blueshirt Nation
 - Sun's internal blogs
 - Ohio State BizWiki
 - Deloitte's D Street
 - CIA's Intellipedia

[Management Buy-In]

- Not guaranteed
- Do you need approval or can you “just do it”?
- Communication is key
- “No surprises” is good corporate mantra

[Measuring Success]

- If you bring social networking and 2.0 technologies into your workplace, you're not finished
- Marketing is essential
- Measurement over time will determine whether you should continue with the technologies
- Keep your eyes open for the next new thing

[No Tinselware]

- Just because it's bright and shiny doesn't mean you should incorporate it into your organization's workflow
- Not everybody has to follow the cool kid on the block
- But, social and 2.0 are real; they are the future; they are evolving

[New Technologies; Management Buy-in]

- Important opportunity for info pros to extend reach and influence within organization
- Prove management skills, vision of organization as an organic whole
- Value of research function

[Questions?]

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