SharePoint

Adoption Guide

Empower
people.

Microsoft

Summary: Adoption of new technologies at work, like SharePoint, won't happen all at once. In this book, learn how to craft an effective plan, aligned with business goals, that will demonstrate how SharePoint will benefit business people personally, how it will make their job easier, and how it will address the pain points they experience at work. By taking a planned, phased approach, you can ensure successful adoption by using the best practices obtained by the SharePoint User Adoption Research from Microsoft, and from customers and partners who are successful at driving SharePoint adoption.

Preface

People are continually changing the way they connect with each other in their personal and professional lives. Within the world of work, people's expectations of how they should be able to collaborate to get things done are in a state of continual evolution, accelerated by the consumerization of IT.

SharePoint and Yammer offer your organization a new way of getting work done – a way of being more connected, collaborative and structured in how your people communicate in their day to day work. But it can only be that if you take the people in your organization on that journey with you. When you do, the value of effective communication to the bottom line becomes very clear.

The Yammer Customer Success team has been very excited to contribute our experiences of working with customers on their journey through enterprise social to this guide. We hope you like it, use it and share it with the people in your organization. The approach is one of engaging people in what is possible and helping them achieve it, so it applies to whatever you're trying to achieve with SharePoint.

Change the way you work, because the way you work impacts the work you do.

Mike Grafham,
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Introduction

In today's fast-changing world, employees are expecting the same experiences at work as they are used to in their personal lives. The result is the consumerization of IT, and a dramatic shift in the way that IT departments operate.
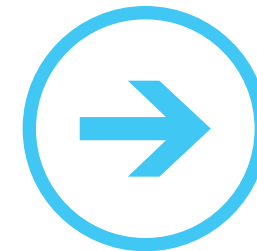
In the past few years, we've seen building pressure on IT to accelerate the rhythm of innovation while keeping costs low. IT responsibilities have evolved from simply deploying and maintaining various tools, platforms and infrastructures, to managing and maintaining a plethora of devices and enabling the business to succeed by delivering solutions that people need and want to do their job.

Perhaps paradoxically, IT departments are more critical than ever before—a fact not always recognized by employees. Often, this is simply due to incorrect perceptions about the technologies provided by IT. People wonder about a technology's purpose, why it is critical to their job, and ultimately why they should care. As IT, how do you communicate that the solution you've put together is critical for people to succeed and achieve their goals? How do you explain how this is going to make their lives easier? And how do you ensure that people take full advantage of the solutions you provide?

If we look at how technology has changed the way we share, communicate, and interact with each other in our personal lives, it's obvious that technology can also have a positive impact on the way we work together. People recognize this and are actually expecting things like collaborative tools, social networks, instant messaging, video calls, and seamless sharing experiences at work. However, it is much more challenging to drive technology adoption in the workplace than

in the consumer space, because ultimately that might mean changing how people work. Change is hard, even if the end result is a more connected, efficient and productive workplace.

So what's the best way to successfully drive adoption of your technology deployments, specifically SharePoint, in the workplace? At Microsoft, we want you to make the most of your investment. We have designed the new SharePoint by putting people at the center of the experience. SharePoint is the place where people can go to share, discover, and organize information—while IT can be confident in their ability to protect and organize intellectual property and assets while simultaneously keeping the costs low.

From January to April 2013, we conducted research focused on SharePoint adoption to better understand how SharePoint is evolving within organizations, how people are introduced to SharePoint, and any blockers and drivers to adoption that might exist. We conducted focus groups with IT Professionals and business users, interviewed people from organizations that successfully drove adoption, and surveyed nearly 800 business users across the US, Japan, and Germany.

We found that, until now, the majority of people (52%) were introduced to SharePoint via an organizational mandate, often led by IT, without any training or communication plan to drive internal adoption—an approach that generally leads to adoption failure and disappointing results.[1]

Organizations that successfully drove adoption, on the other hand, had their IT departments heavily engaged with the business to educate them and help kick-start organic adoption within teams, departments, and ultimately the entire organization.

In this paper, we want to focus on how you can enable organic adoption within your organization. We will share some of the effective tactics we identified from successful customers, experienced partners, and the adoption research that you can leverage within your own organization—as well as the resources that we have put together to help you get started.

Getting Started

To achieve successful SharePoint adoption, you'll want to focus on three key items: defining your vision, starting small and focused, and identifying the key business use cases within your organization.

Define your Vision.

Before rolling out SharePoint, take a step back and think about why you acquired SharePoint in the first place. Was it part of a specific technical requirement, as part of the IT upgrade cycle, or did you hear specific needs from the business that can be addressed with SharePoint? Identify that key deployment driver, be it working better together by breaking down organizational silos, or meeting compliance requirements by better managing your company assets.

If your primary goal is SharePoint adoption, you need to get everyone in the organization on the same page and have a clear understanding of the value that SharePoint brings to the group and how to effectively take advantage of it. Your vision should inspire people. It should allow everyone to recognize that it brings a lot of great benefits not only to the organization, but to individuals as well. As such, sharing your motivation, along with how you plan to get there, will be crucial for your success.

When defining your vision, always start by involving key stakeholders and business sponsors. This will help you to: ensure that your approach is aligned with the top priorities of the business, get executive support for your project, and support the idea of SharePoint being a critical

solution for the business. As part of this process, identify the key business drivers and existing organizational needs. Next, consider how SharePoint can be instrumental in meeting these needs by changing how people work together within the organization—with customers, partners, or by connecting SharePoint with key line-of-business systems that matter to the business.

The goal of your vision is to clarify and simplify what business goals you want to accomplish in a defined timeframe. This will positively impact how you will utilize SharePoint within your organization and keep everyone focused on business priorities.

" *The new way to work together.* "

The easiest way to get started is to think about SharePoint as "the new way to work together". Think about this, and how this applies within your organization, how it can help people solve the daily challenges they are facing when it comes to getting things done together: sharing ideas, information, planning, creating, producing, improving customers and partners satisfaction, selling, or dealing with business processes every day.

Simplify. Start Small. Stay Focused.

SharePoint can help people in many ways: be it sharing content and ideas, discovering information, getting organized, streamlining business processes, or connecting to line of business systems—SharePoint can enable a number of critical business solutions.

A key challenge is that, from an end-user perspective, SharePoint can do so many things that it can be difficult for people to get their heads around it. Although the majority consider SharePoint valuable to their department, it's often hard for people to realize the full potential of a solution and how it can help them achieve business goals. While 32% cite "organizational policy" as the reason for not using SharePoint for particular tasks, almost the same proportion simply didn't know they could perform the task in SharePoint, or didn't know how to start.[1]

In order to be successful, you need to get things right at the beginning. You need to simplify, and start small, so that SharePoint doesn't become overwhelming for non-technical people. Although you will find that simplifying will take more time to kick-off your project, it will save lots of time in terms of support, and avoid confusion in the long term. You need to plan for a phased approach, where over time your user base will expand, and where you will add more use cases to unlock the full value of SharePoint within your organization. Keep in mind that in order to maximize your chances, you need to start small and expand later. We will talk later about the right balance between closed pilots and organic growth to ensure that users own their SharePoint experience.

You will need to focus on the most appealing scenarios for business users, and target the right teams.

A good place to start is storing and sharing documents. Right now, many people are still relying on email to store and share documents, losing hours of productivity tracking changes and versions that spread over time. Showing people how they can use SharePoint to store and share information while maintaining a reliable, sharable, single version of the truth could produce a powerful first impression. Don't underestimate the power of starting with a simple usage scenario such as this.

When picking the right teams to start with, look for those that face a business challenge that can be solved by SharePoint, and that contain a mix of influencers and skeptics that can simultaneously drive excitement and overcome doubt.

Identify Relevant Use Cases.

You will need to engage with representatives from various business units to identify relevant use cases and business issues to solve. An effective way to do this is to review existing pain points that they have.

You need to choose and prioritize the use cases that are important but also have a high likelihood of success if solved properly; you need to choose a problem that represents "low hanging fruit" if at all possible.

As part of the adoption research, we identified the top use cases being addressed with SharePoint by organizations today, either at an enterprise-wide or departmental-level.

For example, some specific business needs that appear to be universal across all organizations and people include:

Store, sync, and share your content

A lawyer is composing a document and needs to receive feedback, comments and suggestions from various stakeholders in order to complete the deliverable for the client. He uses SharePoint as the one central location (1) to confidentially store the document and (2) to invite others to securely share comments, make edits, and add supplementary information.

Prior to using SharePoint, the attorney would be required to email several versions of the same document back and forth. As the document might likely be offline, there would often be delays in receiving comments from certain people as well as uncertainty around which document was the latest version or who had made which change. Now, SharePoint makes document sharing and collaborating more productive, more streamlined, and more accurate.

Keep your projects on track

An international car manufacturing company uses SharePoint for the combined purpose of collaborating on documents and information in order to streamline projects. They have many projects in the year, with multiple teams working on similar deliverables, and they use SharePoint to make sure everyone is on the same page with regard to project status, project communication, and collateral that is needed for internal purposes or for external marketing.

With SharePoint, having several projects underway at the same time is no longer a cumbersome endeavor. Because project materials can be better sorted within SharePoint, multiple projects with multiple teams/members can be managed more efficiently.

Find what you need

A property management firm wanted to enable their employees to better find the right information or person within the organization.

Prior to using SharePoint, a person would have to email a group (or the entire company!) to see if anyone had the particular information; if not, they would try to locate the information in question by trial and error. Within SharePoint, the firm set up a profile-based search function that enables the scouring of profiles to bring forward the most relevant information.

We've provided some common scenarios here; keep in mind that your specific scenario will depend on your organization. When engaging with business users to help them identify how to best use SharePoint, always approach it from their perspective. What pain points do they have to deal with regularly? Do they have manual activities that can be automated? How about saving time?

To help you get started, we selected a few of the most compelling use cases in the "Discover SharePoint" booklet. Browse the booklet to find more examples and find the use cases that are the most applicable to your business users.
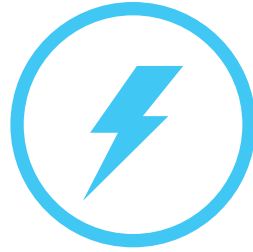
Execute

At this point, you should have selected a few use cases and a group of people to start with. Next, we need to ensure users are empowered to make things happen.

Empower People.

Engage Leadership

> **"** *Leadership adoption is imperative to success, especially around organizations that still haven't experienced that culture change.* **"** [1]

For any enterprise-wide initiative to be successful, having executive support and sponsorship is necessary. Without it, it's often an uphill battle to drive SharePoint adoption. You will need to engage leadership and identify your executive sponsors. An effective way to involve leadership is to speak their language and demonstrate the business value of SharePoint to the organization. While better collaboration with SharePoint is a great benefit, what does that mean in dollars and cents? With tight budgets these days, how organizations spend their money is put under a microscope. That's why it is important for any decision maker to be fully aware of the business benefits SharePoint can bring to an organization in terms of productivity, risks management, and costs reduction. Visit http://SharePoint.com to find out more about SharePoint Business Value and customer case studies.

Create Excitement

> **"** *If people understand how it's going to help them they will be more motivated to learn it.* **"** [1]

You want people to be excited about the opportunity to improve their day-to-day work process. Business users are focused on getting their jobs done, and they will get excited if they believe the solution will make their lives easier. This becomes a solution-centric conversation, not a technology-centric conversation. The approach will vary from one group to another. For example, when engaging with the accounting team, the conversation may revolve around improving the process of collecting financial data or even how to best surface monthly reports. Whereas with project managers, the conversation may revolve around project schedules and task updates. You might reuse the same SharePoint features across multiple use cases, but you will need to tailor your language to each audience you talk to when presenting the solution and its benefit. As an example, visit www.DiscoverSharePoint.com and leverage the SharePoint Vision Video, posters or email templates available as part of the SharePoint Adoption Kit to drive internal awareness about what is SharePoint.

Facilitate Change

> **"** *We want them to love this tool, and part of that is not only listening to employees, but taking that feedback and truly turning it around and implementing that feedback.* **"** [1]

Change will be difficult, even for those that are excited about the opportunity. To be successful, it's critical to involve users from the outset, but also let SharePoint belong to them, enable feedback, and act on it.

You should communicate the plan to business users, and allow them to participate and become personally invested in improving the solution. You will need to start with a small group of people (a pilot), which will enable you to easily gather feedback and: improve either the solution, improve

the way you communicate, or both. Avoid a closed pilot and allow users to organically spread and fully realize the benefits that SharePoint can provide among all of those they interact with on a daily basis. The adoption research showed that this type of "organic" learning to be among the most effective methods and will provide a positive (and highly relevant) first impression to new users. Therefore, you will also need to think about how to make SharePoint more open and to provide a safety net: your governance plan. Governance will establish both guidance and user responsibilities for when people start using SharePoint.

Think of your governance plan as something that reduces risk. It's analogous to having traffic lights and anti-lock brakes when driving cars; neither will restrict where you can go, but both will make it safer to do so. Couple that with driver's education (training) and a reason to travel (key use cases) and you've got great automotive adoption. Using this analogy, think about how you can apply policy, guidance, and training to your SharePoint rollout to improve overall adoption.

For example, if people create sites to centralize information and improve group collaboration, they may be also responsible for site and user management. This means that they should take appropriate training to perform these site management tasks; otherwise, you may be requiring a level of responsibility without having provided adequate training and guidance.

Groom Champions

"*We showed a few people how to use it, a couple of heads, and they started training their people and they started getting good at it, they started knowing the ins and outs, and it's gotten better.***"** [1]

Early adopters can effectively help scale and drive adoption. These individuals—let's call them Champions—are business users that are not only passionate about what they do, but are equally as excited to evangelize the benefits of SharePoint to their peers. Surely, your

organization has a set of people passionate and ready to help others as well. You will need to identify those select few individuals that will help create excitement and drive adoption. They will play a key role in the long-term adoption plan.

Many people learn from their peers because they can easily relate to each other, trust each other, and they know they are facing the same constraints or challenges. Therefore, you need to think about how to bring people together as part of your adoption plan, so that they can learn, share best practices, and ultimately grow the user base.

When asked to Champions what their motivations to help people are, 55% say they are helping others because it's making their job easier when others around them know how to use SharePoint, 29% would like a formal program within their organization for those with expertise to teach those who need help, and 24% would like some recognition by their organization for their expertise and efforts. [1]

You can work with Human Resources teams to provide some structure (mentoring/coaching/lunches/user groups) and recognition (Gamification techniques, awards, and points) to those people that give their time to help others. From informal to more formal gatherings, you can organize lunches, roundtables, and set up social networks and a shared knowledge base to share tips & tricks.

Increase confidence

Another factor that will improve adoption is to empower people by increasing their comfort level with SharePoint. While 86% of respondents are satisfied by SharePoint, only 23% are confident in their SharePoint abilities. [1] The key to increasing SharePoint assuredness is to combine a formal training program with less formal mentorship program.

While it seems obvious that engagement must be coupled with education to ensure a greater likelihood of user adoption, only 1 out of 5 of the respondents from the adoption research were formally trained on SharePoint, and nearly 50% think others should learn from formal training internally. [1]

While SharePoint Champions will most likely want to go through a formal training, the majority of people will want to learn from their peers as 'Learning from Coworkers' is among the most common (35%) and most effective learning methods (40% are Rating it as 'Very Helpful') from the respondents. [1]

Target your Audience

"When we target the business, when we educate them, we did not just say SharePoint can do everything. [...] we targeted the education to what is – what makes sense for that area, for the business area. So that seems to have a lot of traction." [1]

Business users will already be educated on the business process and activities associated with the use case that matters to them. As such, SharePoint-specific education can be delivered in bite-size portions, rather than a whole meal at once. The goal is to enable people to use what they need, not educate them on all the capabilities of SharePoint—at least not yet.

In addition, you will find that some use cases will have a great impact on everyone within your organization (like store, sync, share content), while others will impact different groups like HR, Finance or Production & Operations. This could determine your training approach.

When asked what would be the best training format for them, 47% of respondents of the adoption research answered an on-site targeted training, vs. general training (33%) [1]. Therefore, it's better to have training resources that are both generic (for simple and general use cases), as well as role-specific (for more particular use cases implemented at a department level). Training should also be designed so that people can easily relate the solution to language, tools or processes they already know. This will lower the barrier to utilization.

For example, there may be a training course for employees in accounting where the scenarios and examples are focused on their

business activities. More importantly, the course should clearly identify why using SharePoint is valuable. This can be done by highlighting a common activity that can be improved when using SharePoint, such as improving regulatory compliance.

Apart from showcasing the business benefits and capabilities of SharePoint, the training should educate individuals on what's expected of them. Ideally, these roles and responsibilities are defined in your governance strategy.

Bring People Together

Ideally, face-to-face education is best. This can be accomplished in the office using a cube buddy, in the lunchroom using brown-bag events, or you can utilize SharePoint Champions to help drive the education process. A small group is ideal, because it allows for more personalized educations session. The education can be delivered in small portions, for example, 15 minutes at 9:00 every day for a week or in an informal manner. You should not feel that "classroom" training is required, as more targeted, on-the-job education often proves much more effective. Due to geographically dispersed workflow, virtual workforces, and/or budget constraints, you may also need to establish other delivery options such as:

- Live instructor remote training (using Lync for example)
- On-demand instructor recorded training
- Self-guided training
- Peer-to-peer sharing
- Technical support

While the initial training is important for users to learn about the value of SharePoint, don't expect your users to remember everything. Provide various resources they can leverage when they need to refresh their memory. Here is a list of resources that you can put in place:

- FAQ or How-to portal complete with guides and videos
- Job aids
- Checklists
- Books

Enable Technology

Once you've empowered your people by delivering quality education options, you might start getting requests for additional features on top of SharePoint. In many cases, you will want to build a custom solution to fulfill these requests. When it comes to development and customization, always keep in mind that minimal changes to your environment, rather than large, sweeping ones, may provide a better experience and have inherent advantages, such as:

- Availability of external resources to assist in training
- Easier migration to the next released version, without the hassle of re-applying customizations
- Easier IT management, better performance, and security without full trust code solutions

When applicable, you should leverage apps for SharePoint, based on the new SharePoint's Cloud App model for your custom solutions, as they present great benefits in terms of deployment and management compare to full trust code solutions. We recommend you explore the new development paradigm at http://reimaginespdev.com.

As we mentioned earlier, a key use case might be to connect SharePoint to a line-of-business system. If you need help to find an experienced partner to connect SharePoint with LoB systems, and to learn more about these scenarios, just visit http://SharePoint.com/bcsp to learn more about the Business Critical-SharePoint Program.
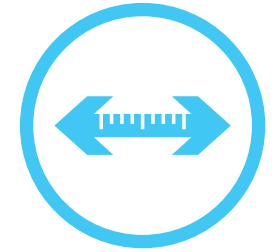
Measure Success and Expand

Once you've completed your primary steps, it's now time to use the success from the initial use cases to broaden adoption and further engage the organization. This expansion and increased engagement takes the form of several different actions that are key to growing adoption and success of the overall adoption plan long-term. This is where a lot of the work begins—work built upon the foundation you've established by demonstrating SharePoint's value to the organization.

Broaden Engagement

Earlier, we mentioned using pilots as a way to start with a small group of people to easily gather feedback and improve. Assuming the pilot was successful, you must broaden engagement of the existing use cases. If it wasn't successful, you should regroup and assess what went wrong, and how to course correct. This is a key benefit of starting small—you can minimize risk and damage if you don't get it right the first time. A point to note is that before you broaden the user base, you should take the feedback from the initial pilot users and improve the solution and approach.

Next, you should recruit more individuals, specifically targeting others who are likely to be engaged and excited about being involved. In parallel, be sure to update your governance plan to align with the growth of the platform. You should take advantage of the excitement you have generated to emphasize the value to the organization and to reinforce the responsibilities of key individuals. This success can also be used as justification for any necessary funding that is required for the forward-looking adoption plan.

As we mentioned previously, you can take advantage of various approaches to encouraging broader adoption, such as Gamification, which is the concept of applying game-design thinking to non-game applications to make them more fun and engaging. For example, you could reward users for using SharePoint for the first time, and then track each new task they are able to complete. Completing a series of tasks could earn them different 'merit-badges' that demonstrate their proficiencies in particular areas. This technique can greatly motivate people to learn more about SharePoint and grow user communities, keeping it fun and rewarding. Whatever you do, make sure it's relevant to what people need and want.

To be successful, make sure that the structure & incentives that you put together will influence community members to be active and continue to learn. By reinforcing positive behaviors with rewards, it encourages consistent usage and participation by the user population. With this approach, users will continue to learn new things that they can apply to various facets of their daily business activities, making them more efficient and productive. Consider rewarding user behaviors such as:

- Sending links of files in document libraries instead of email attachments
- Creating specific business solutions
- Starting or participating in a discussion thread
- Publishing and sharing content

Showcase Success

If your goal is successful and sustained enterprise adoption, driving internal awareness and excitement is paramount to success. Think of this step as 'internal marketing,' which enables you to toot your own horn! This is no time to be shy, as other groups within the business will want to know about your success.

The best way to build momentum and drive internal awareness is to showcase your business successes. The extent to which you drive awareness will depend on how much success you have had, and how quickly you are expanding to the whole enterprise. Once you have demonstrated success,

for example from your pilot solution, then you should showcase this success to the organization. The success of your SharePoint adoption must be made visible in order to make SharePoint go viral.

With respect to communication, there isn't one answer that applies to every organization, so you will need to assess your own situation and decide what is best. You should also consider consulting with other successful organizations and delivery partners for their guidance and expertise. The corporate communications team within an organization typically plays an instrumental role in driving awareness and ensuring organizational buy-in that drives sustainable adoption. To drive awareness, corporate communications, along with IT, can employ awareness campaigns, engagement activities, and incentive programs that may include:

- Newsletter announcements
- Lunch and Learns
- Group competitions
- SharePoint office hours with IT
- Executive communications
- An internal "center of excellence" who meets regularly
- Mentoring sessions
- Internal SharePoint user group(s)
- Reward programs

Identify New Use Cases

Another factor in your successful expansion of adoption is to establish new use cases and add their solutions to the overall adoption plan. You must continue to expand the user base, provide more solutions, and demonstrate additional value. As you define new use cases, you can treat each solution as a new pilot, following the previous guidance. You should ensure that your overall SharePoint deployment has the necessary capacity to handle any new solution or can make necessary scale changes. As always, your governance plan should be updated to include the new solutions and any operational, application, or information management policies that may need to change.

Measure and Govern

As we have already mentioned, success stories need to be promoted to continue to grow the excitement that is critical for long-lasting adoption. But there is an additional step as well. You need to continue to demonstrate the business value delivered by SharePoint solutions. The business will change and we should expect that our solutions may need to change as well. This is all a part of establishing metrics by which to measure success. User feedback, for example, is an excellent way to measure performance. Users can share how the SharePoint solution has improved their daily work activities. For example, you could describe the "before" & "after" scenarios to clearly show the value of SharePoint in the areas of:

- Team collaboration
- Information centralization
- Streamlining business processes
- Cost savings
- Time savings

Doing this enables you to demonstrably show the return on investment (ROI) of your SharePoint solution. To help further drive this goal, we have rolled out the aforementioned "Business Critical SharePoint" (BSCP) to help connect Line of Business (LOB) systems with SharePoint and measure success. Companies which implement the BCSP approach are able to define, measure, and share the ROI realized when SharePoint and LOB solutions are connected. This has resulted in "Transformational ROI" as explained on http://SharePoint.com/bcsp:

> **❝** *With the automation via SharePoint, cycle time has been reduced from 6.5 days to 48 hours.* **❞** [1]
>
> - Kyle Butt, MIS Team Leader, Yokohama Tire Canada

When decision makers and team members are engaged with the implementation of SharePoint and see a demonstrable ROI that addresses practical needs of the organization, sustainable user adoption will increase.

Conclusion

Adoption of new technologies at work, like SharePoint, won't happen all at once. Adoption also won't happen without an effective plan. People won't rush to embrace a new solution unless it very clearly addresses their overall business goals. In addition, people need to understand how SharePoint will benefit them personally, how it will make their job easier, and how it will address the pain points they experience at work. By taking a planned, phased approach to your SharePoint adoption, you can ensure success.

References

[1] SharePoint User Adoption Research, Microsoft Corporation, April 2013

Additional Resources

For additional information and helpful resources, check out the following:

Name	Description	Link
SharePoint Use Case Catalog	Check out the scenarios in this book to see some of the ways SharePoint can help you work better together.	http://aka.ms/spuc
Discover SharePoint.com	DiscoverSharePoint.com helps people get started with a set of selected SharePoint scenarios, and associated how to videos and guides available online.	www. DiscoverSharePoint. com
SharePoint 2013 Adoption Kit	The adoption kit contains resources to help you drive adoption as explained in the adoption guide, featuring the use case catalog, how to videos & guides, posters, and email templates.	http://aka.ms/spkit
Office Training Kits	The Office training site features free tutorials for the 2013 Office applications, SharePoint 2013, and Office 365.	http:// office. microsoft.com/ en-us/support/ training-FX101782702.aspx
Social Journey	See how to successfully launch Yammer within your organization and drive adoption.	http:// success. yammer.com

Adoption Checklist

○ **Define Your Vision**
- Establish the business priorities that SharePoint will address
- Determine your timeframe
- Establish metrics by which you'll measure success
- Conduct a pilot to gather initial feedback

○ **Identify Relevant Business Cases**
- Determine the most appealing scenarios for business users
- Identify "low-hanging fruit"
- Review the list of use cases provided with this white paper to determine which ones apply to your business

○ **Release your SharePoint functionality in phases**
- Start Small and Stay Focused
- Select a pilot group of users

○ **Increase awareness by creating a communication plan**
- Leverage Experts and Champions
- Engage Leadership by identifying executive sponsors
- Conduct town hall meetings to discuss your solution
- Create a plan for continuous communication

○ **Support users by creating a training plan**
- Establish short, just-in-time training options for users
- Ensure that your site owners are properly trained before giving them site ownership
- Provide training to content contributors to ensure effective content management
- Create a site owner community to enable users to help each other

○ **Ensure ongoing success by creating a user support plan**
- Establish a contact person for every page
- Establish a SharePoint Center of Excellence within your organization to provide high-end support for users
- Survey users on a regular basis to gather feedback and establish metrics
- Ensure content gets moved from legacy platforms to SharePoint in a planned manner

○ **Generate excitement by creating an incentives and rewards plan**
- Demonstrate with real data how features are useful
- Make it fun (buck the company culture)
- Use an online scavenger hunt as a fun way to encourage usage
- Provide recognition for content contribution

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