Challenges, Successes, Lessons Learned of TeamWorks at the United Nations

NASA CRITICAL KNOWLEDGE 2020

2014 Knowledge Sharing Event

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Introducing **team**works

A secure, global extranet, designed for **knowledge sharing.**

- **Over 65000** active users
- Users from **over 20 UN organizations**
- External **partner** domains
- Prototype online **since May 2009**
- Software upgrade **November 2010-2014**
- Open source system **based on Drupal**
- Extendable through **custom programming**
- **Connected** to corporate systems
- **Integrated** with regional systems
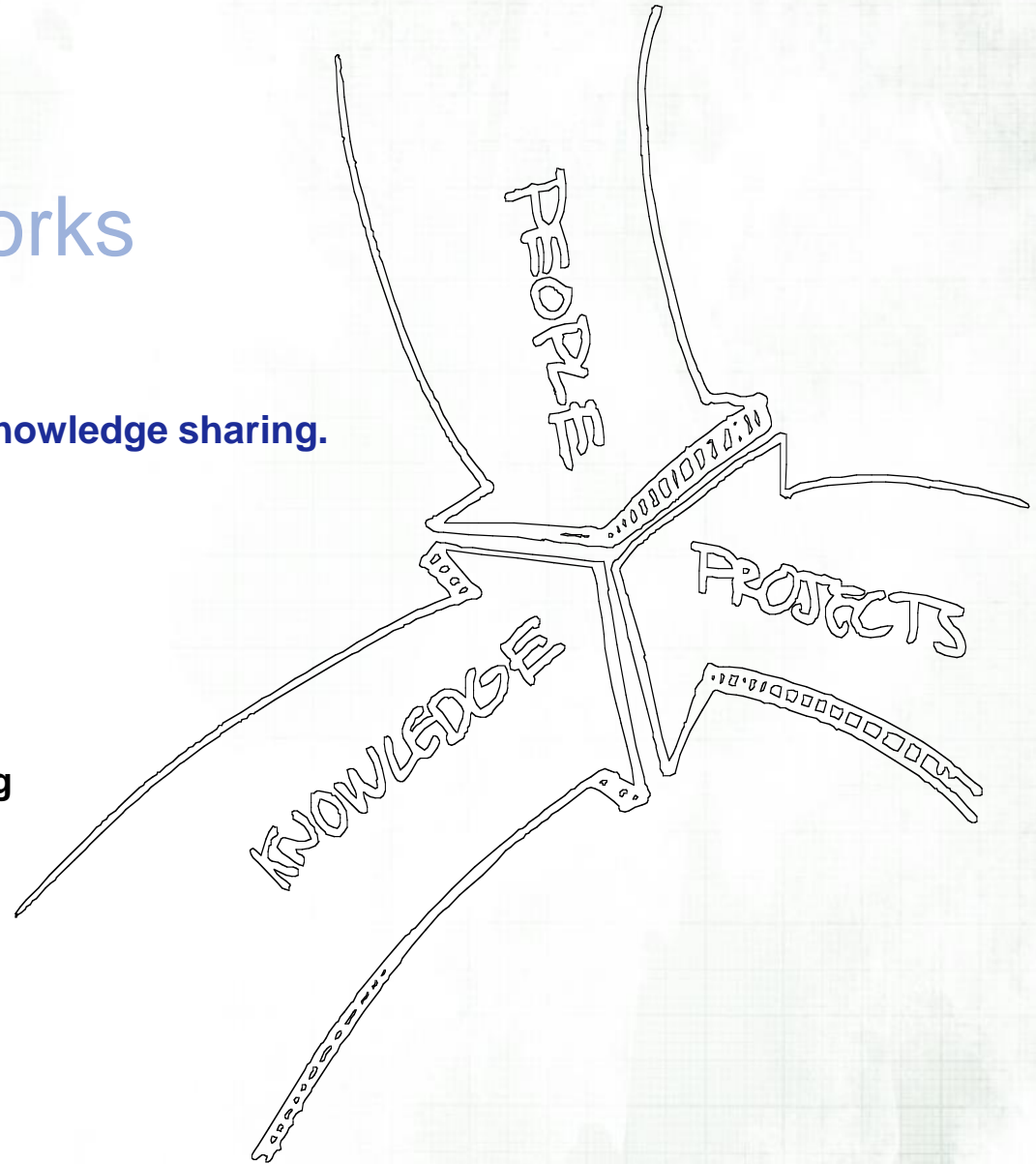
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What **team**works Users Can Do

- Feature experience through **User Profiles**;
- Receive **Swift** Solutions;
- **Connect** to **Peers**;
- Stay on top of **Colleagues Work**;
- Free-flowing **Communities of Practice**;
- Create **Ad Hoc User Groups**;
- **Share Insights**;
- Develop Community Content on **Wikis**;
- Conduct **Effective Searches**;
- **Exchange Content** In **Any Language**.

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Why Teamworks?

The *NEW* **Knowledge Sharing**

Rapid business **responses**, and service delivery to our development partners

L**everage** the entire organization's assets including projects' **staff/contractors**

Strengthen **internal/external collaboration** around our priorities

**Improve** the types, distribution and quality of **content**

Enable **effective analysis** and reporting of UNDP's knowledge-based services

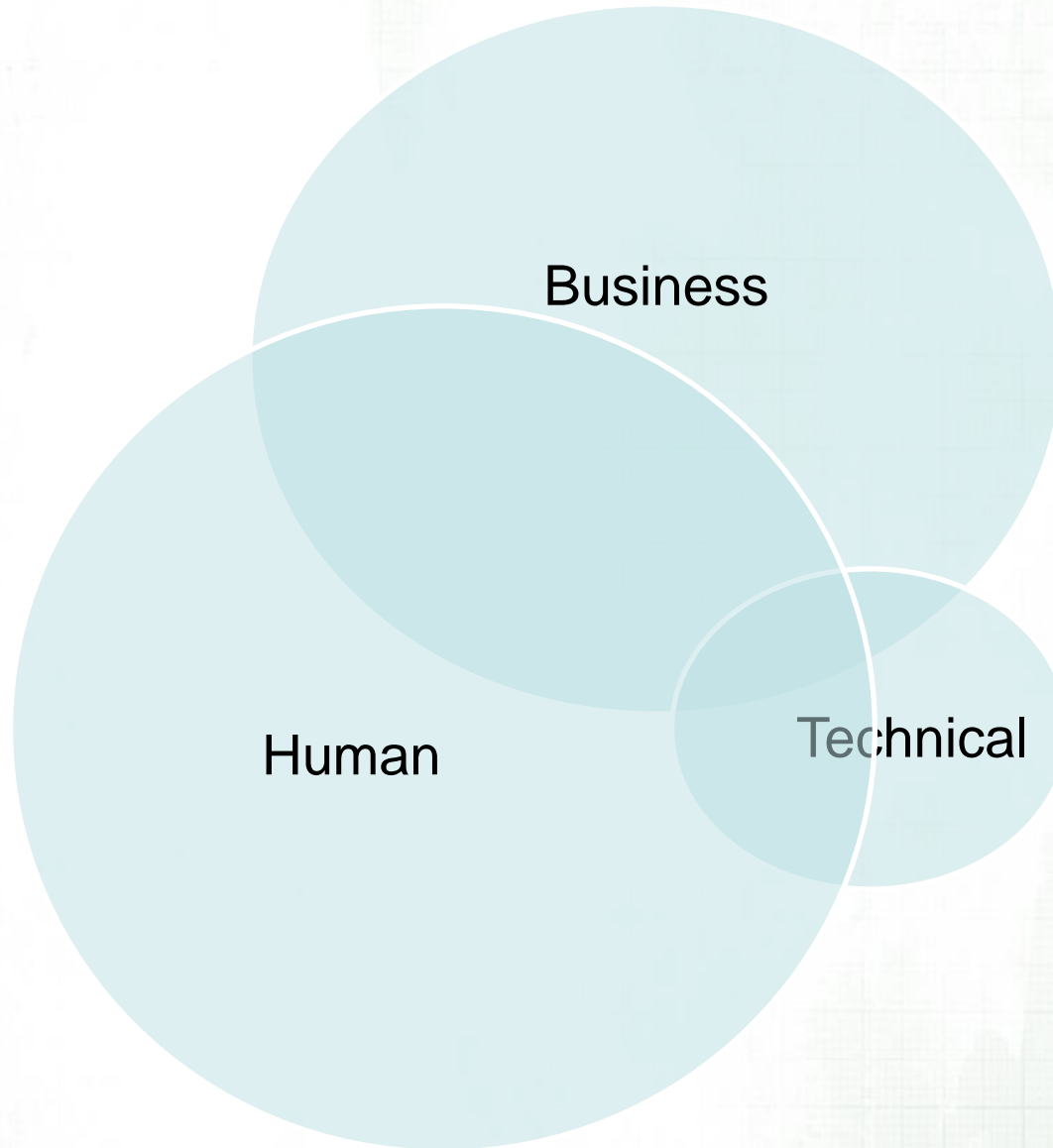"Watercooler" **awareness** of what's going on with other colleagues and teams

A focus on **human infrastructure**

Relevancy. Knowledge contextualized to the needs of countries/regions.

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3 Dimensional Challenge

Business

Human

Technical

3 Dimensional Challenge

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Technical
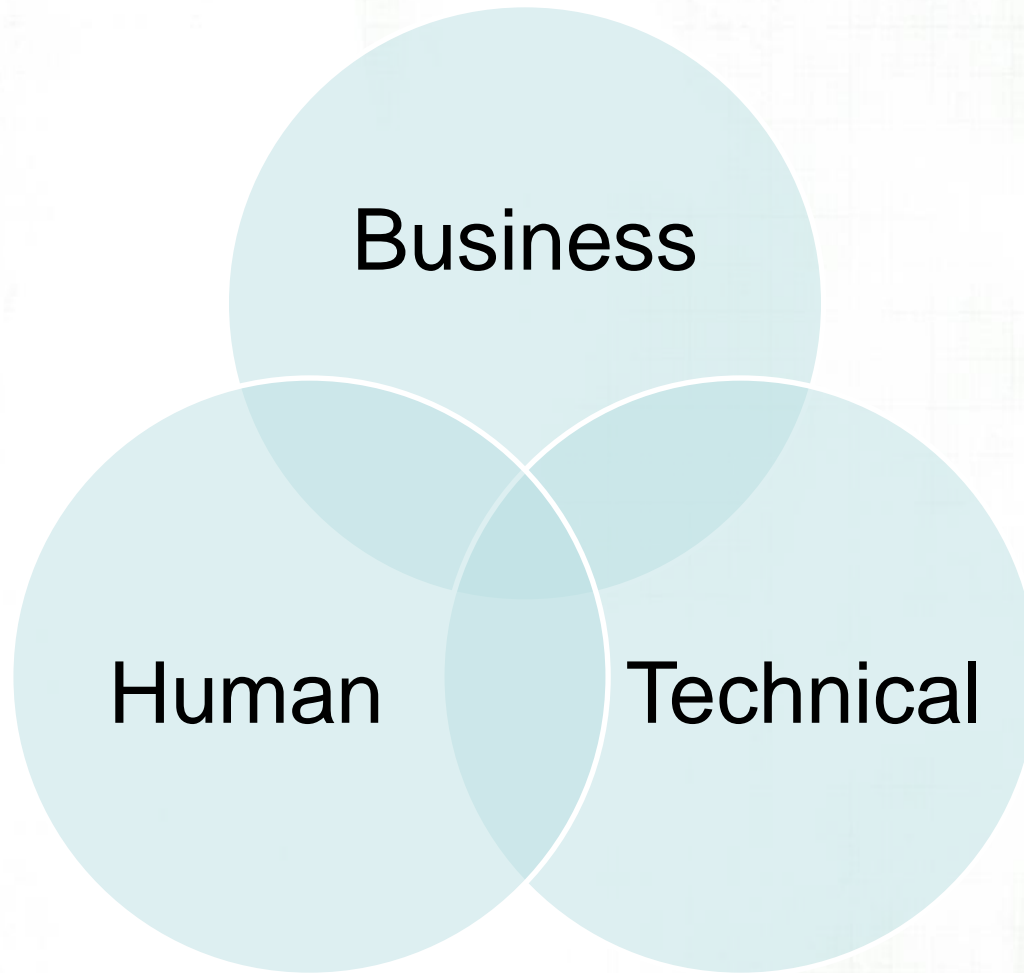
3 Dimensional Challenge

A secure, global extranet, designed for **knowledge sharing.**

Agile Development Strategy:
- KM group floated a basic knowledge exchange platform in **2009**
- Software upgrade **November 2010-2014**
- Open source system **based on Drupal**
- Extendable through **custom programming**
- **Connected** to corporate systems
- **Integrated** with regional systems

Users
- Users across UNDP tried it and **provided feedback**
- **500 suggestions** from multiple country offices
- Continuously updated to address user needs
- Support from administration & regions
- Reached a critical mass of features and users (50% staff + external)

Features
- Feature experience through **User Profiles**;
- Receive **Swift** Solutions;
- **Connect** to **Peers**;
- Stay on top of **Colleagues Work**;
- Free-flowing **Communities of Practice**;
- Create **Ad Hoc User Groups**;
- **Share Insights**;
- Develop Community Content on **Wikis**;

- Conduct **Effective Searches**;

- **Exchange Content** In **Any Language.**

Technical

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What Goes **Where?**

Intranet
Automated business workflows
Document management and retention
Rapid-deployment team meeting spaces
Integrated MS Office productivity tools
Business continuity/disaster mitigation
UNDP users only

Teamworks Extranet
Knowledge networking for Communities of Practice
Ad hoc communication, sharing and collaboration
Contextualized archiving of user exchange
Development of knowledge assets
Knowledge Tools

Internet
Advocacy of UNDP achievements and goals
Professional communications tools and delivery
Integrated look and feel across the organization
Central tools and support for custom web updates
General Public

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3 Dimensional Challenge

GET Executive Backing and Funding

- Knowledge Sharing Strategy Document Tied to UNDP Strategy
- Project Business Case Developed
  - Executive Summary
  - Current Need and Situation Analysis
  - Strategy / Options
  - Brief on Technology and Features
  - **Build it or Buy it?**
  - High Level Risk Plan
  - Expected Results Outputs and Benefits (ROI)
  - Organization and Resources Needed
  - Current Status and Funding Needed
  - Work Plan with Milestones: Life Cycle + Annual
  - Etc.

Once Funded – Go for Prototype Funding

- Sound Leadership & Management
- Broadcast Successes
- Learn from Setbacks
- Maintain Momentum

Business

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Business Demands

Senior Level Executives Expect

- Capability and capacity to support future strategy
- Support for future growth
- Increased productivity
- Support business transformation

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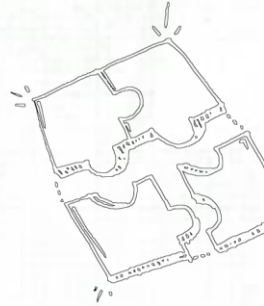**UNDP Strategic Plan 2008-2011** includes four KM mandates:

1. **Comparative Advantage:**
Knowledge management is one of UNDP's comparative advantages and a necessity for the delivery of UNDP's agenda – including development results.

2. **Improved Business Model**:
Effective knowledge management must be part of the improved business model

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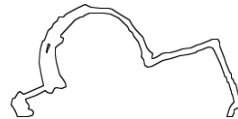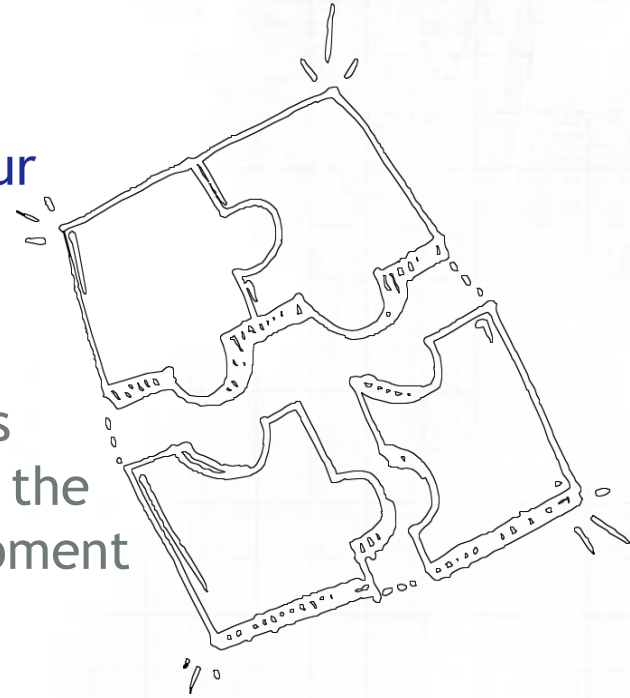
3. Supporting the Resident Coordinator Function:
Knowledge systems that integrate with other UN organizations critical for UNDP to support the Resident Coordinator function.

4. The "One UN" Initiative: **UNDP must improve existing communities of practice, open them to other UN staff members, and implement knowledge management frameworks, products and services required to support the policy, programming and project cycles.**

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Global Vision To Local Value

Global knowledge-based organization
Generates and disseminates knowledge
At all levels
Linked to the needs of programme countries and regions
Derived from and embedded in real development experience
Capturing knowledge from the widest range of sources
Commitment by all staff to participate in knowledge platforms
UNDP must be results driven
New partnerships with innovative policy centers
Knowledge based Policies and Products Knowledge based
On Policies and Products

Our comparative/competitive advantage
Effectiveness (not brokers)
Everyone has a role
Relevant and contextualized
Knowledge-based advisory
South-south cooperation
Culture of knowledge sharing
Effective use of global resources for impact
Strategic partnerships and progressive ideas
Deliver value to government clients

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UN
DP

How Will The UNDP Look In **5 Years...**

- Qualitative ways to feel the pulse of the organization.
- A UNDP that shares more with other UN Agencies.
- Better policy and knowledge products to clients.
- Knowledge that is utilized to create value.
- Crisis readiness: real-time response, best practices.
- Enhanced interactions with experts worldwide.
- Meaningful south-south exchange.
- Expanded talent pool.

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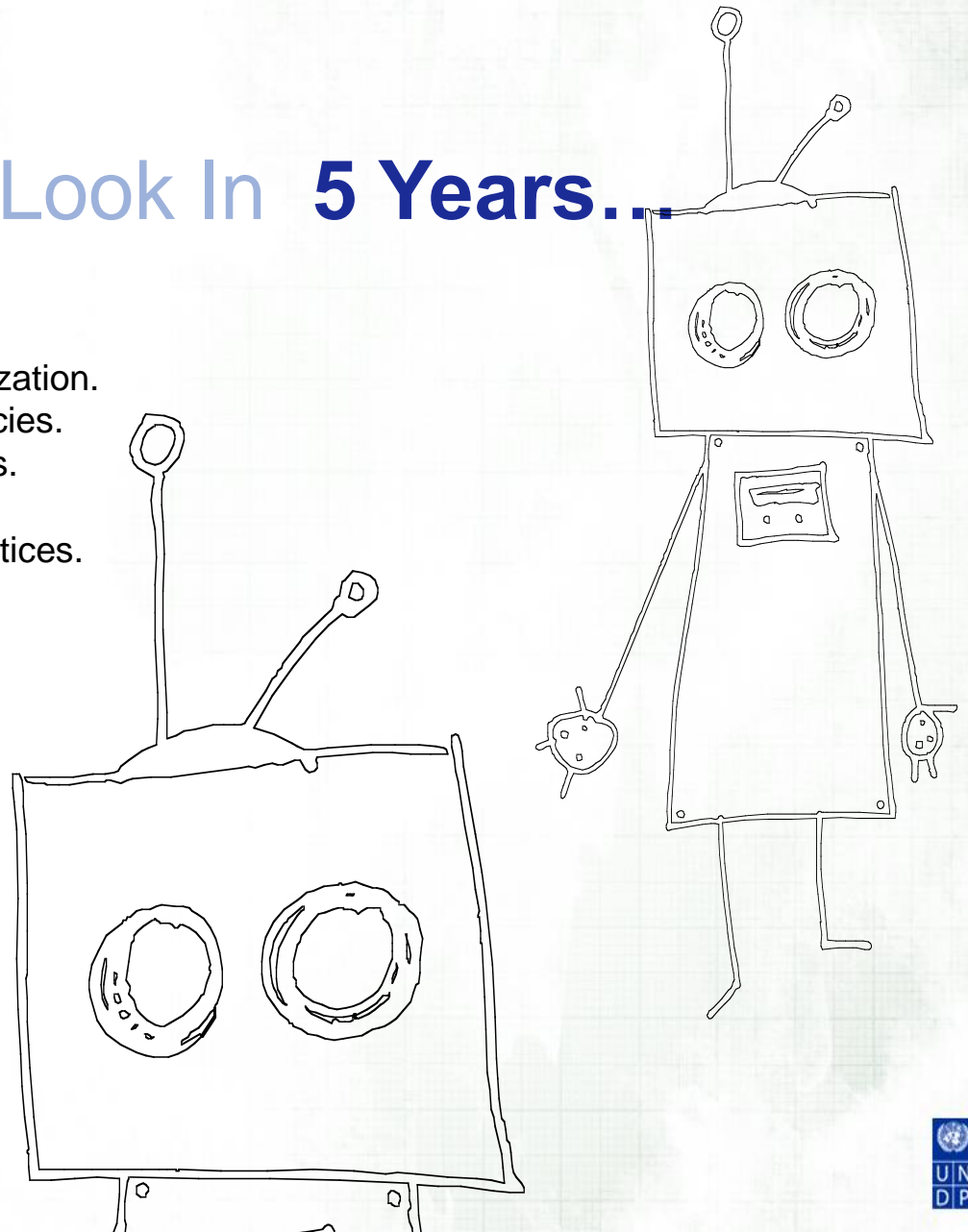
Executive **Backing**

"

Positioning UNDP as a world-class knowledge-based organization... is central to my vision...

"We must be better at generating, capturing, and sharing the successes and lessons learned from our work across the organization, in order to inform the support and expand the options we can make available to other countries."
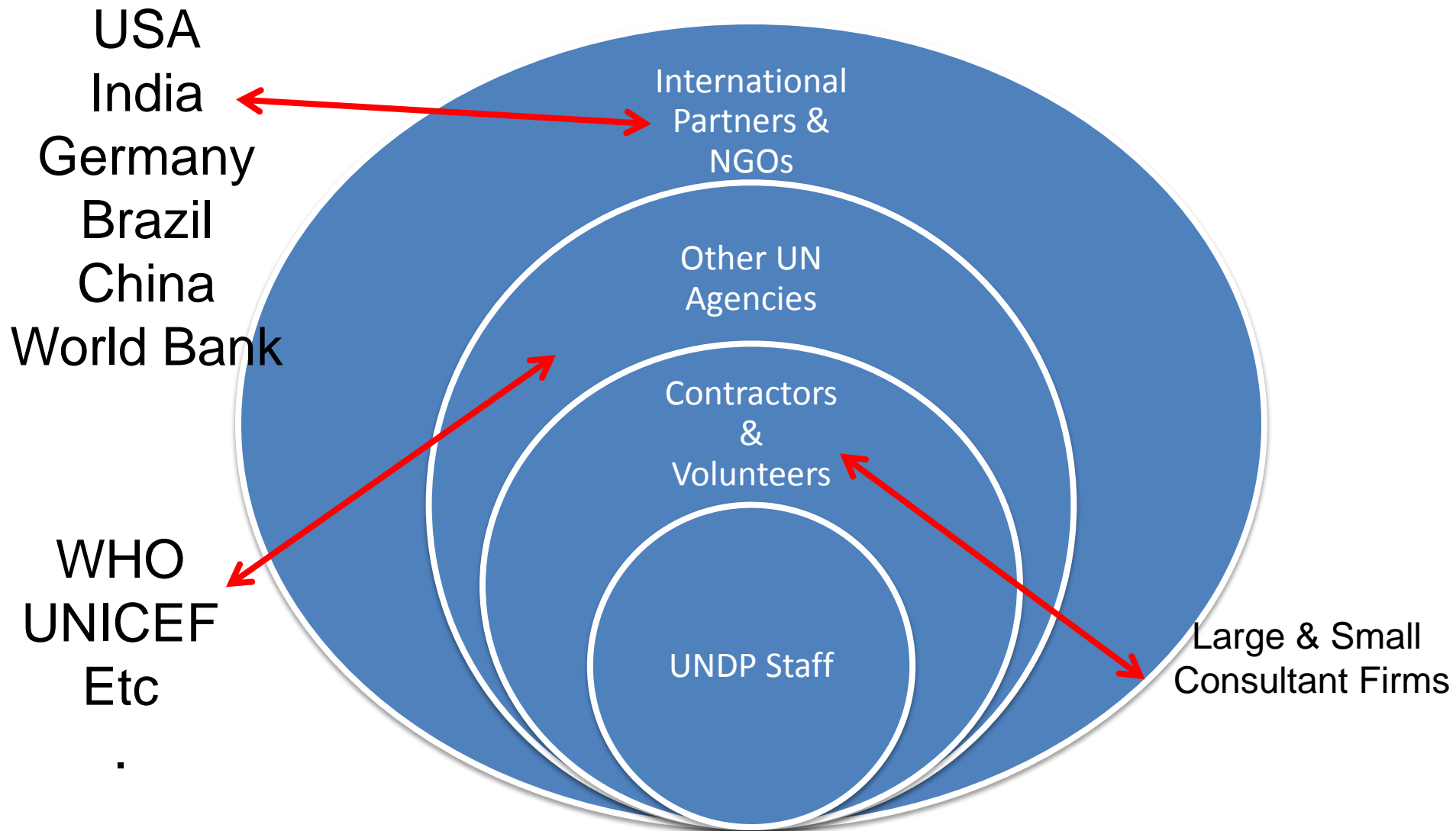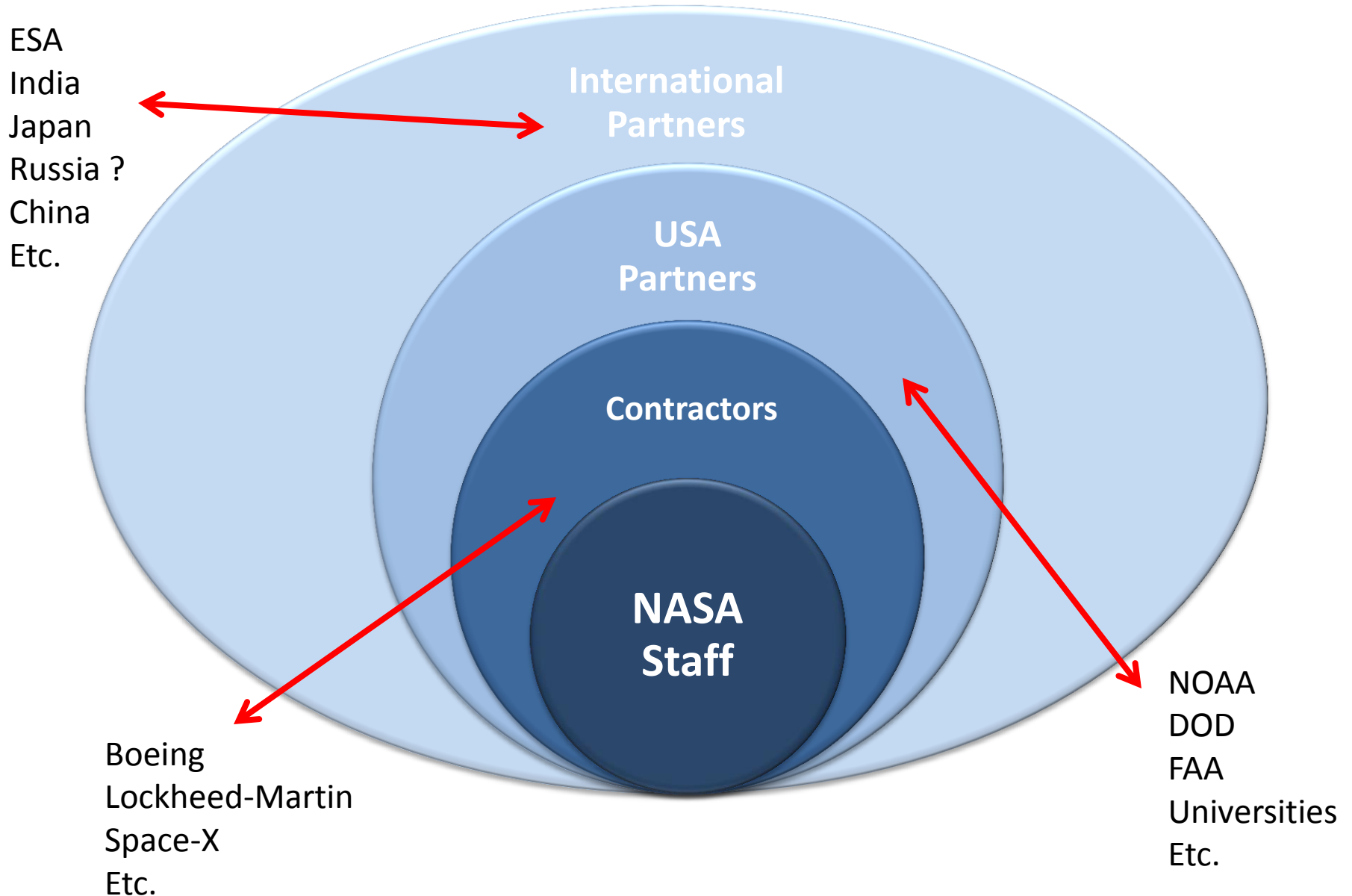
Helen Clark
Geneva, 24 June 2010, Annual Session
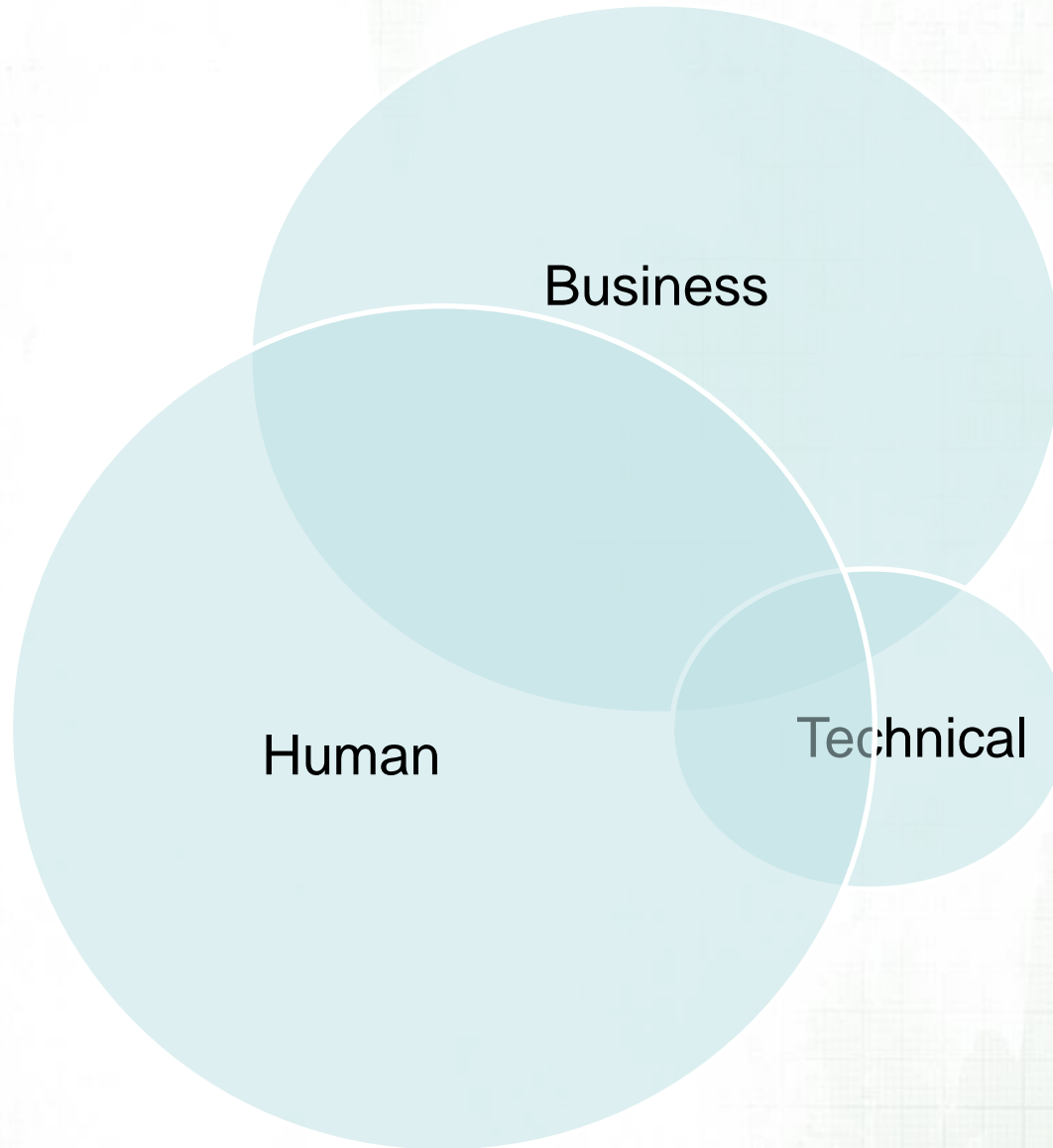of the Executive Board of UNDP/UNFPA

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UNDP

UNDP Knowledge Sharing Potential Users

USA
India
Germany
Brazil
China
World Bank

WHO
UNICEF
Etc

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International Partners & NGOs

Other UN Agencies

Contractors & Volunteers

UNDP Staff

Large & Small Consultant Firms

NASA Knowledge Sharing Platform

ESA
India
Japan
Russia ?
China
Etc.

International Partners

USA Partners

Contractors

NASA Staff

Boeing
Lockheed-Martin
Space-X
Etc.

NOAA
DOD
FAA
Universities
Etc.

3 Dimensional Challenge

Business

Human

Technical

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The Human Dimension

Effecting Change

Spreading the Word

Developing Skills

PEOPLE

PROJECTS
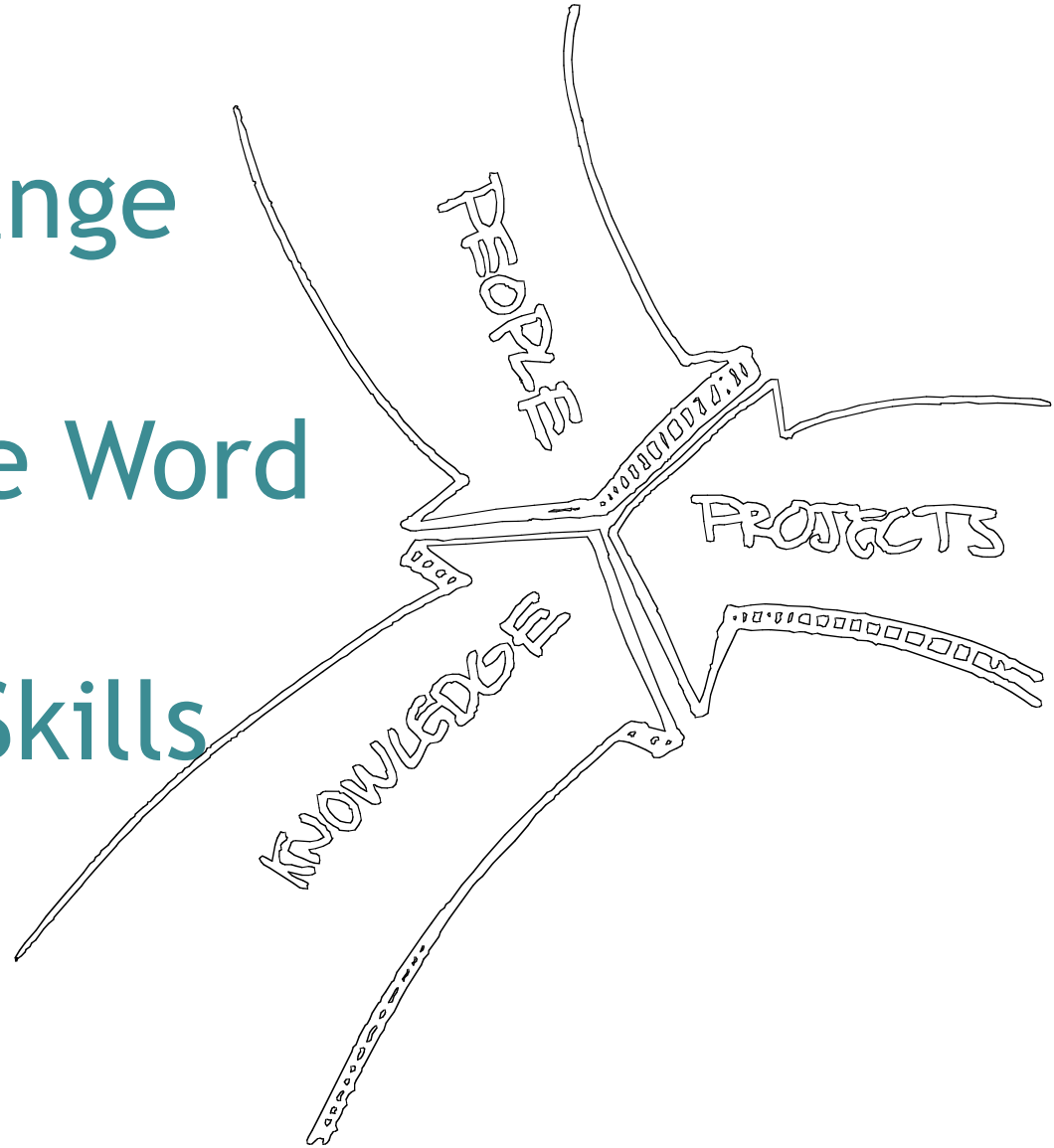
KNOWLEDGE

Goals For Change Initiative

Implementation of UNDP's Knowledge Strategy to core staff in 166 countries;

Expand knowledge sharing to make it available to other UN Agencies and partners;

Bring additional project staff into UNDP's knowledge sharing processes;

Support the launch of Teamworks and other knowledge capture/exchange tools.

Effecting Change

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Knowledge Shared = **Power**

Practices: best practices and lessons learned, upscaled and replicated

Opportunities: realized; to build capacities, harness potential, develop

Wisdom of crowds: experiences shared to address common challenges

Effectiveness: maximizing the value and accessibility, of ideas/efforts

Resources: on-the-job support, advisory services, tools and templates

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What percentage of the knowledge you need to do your job is stored in your ownmind?

1986 75%

1996 5-20%

2006 8-10%

Scenario

Project Officer at Country Office, developing manual on human rights.
New initiative: No local expertise. Short timeframe.

Project Officer Needs

• People with related expertise
• Pertinent info, either published or shareable via discussion
• Most relevant communities of practice
• Transcripts of their most-read conversations
• Related projects, both active and completed
• Documents of relevance, from UNDP or consultants

South-South Exchange

We're closer than you think: successful development experiences--shared horizontally.

UNDP:
Thousands of projects
Hundreds of similar objectives
South-South cooperation
Local to global
No fences, no silos, no brokers

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A Shift In What's Possible
Now You Can…

Reimagine Learning

In Short: When Knowledge Can Be Exchanged
it's teamworks.

Country Offices - Successes

Local Efforts…

• Coordination
• Innovations in Knowledge Development/Auditing
• Intra Regional Country Twinning
• Inter Regional Cooperation
• Context-Specific Global Portals
• Country office documentation for global mapping Knowledge sharing platforms/processes
• Learning, Capacity Development and KM Centre

…are replicated and upscaled globally, on Teamworks

Country Offices: Return on Knowledge Investments

Benefit clients: Positive correlation between knowledge initiatives and development
Communication: Let staff know what management is doing
Communication: Horizontal interaction among business teams
Document: Knowledge available for future planning and programming
Foster learning: Improve overall performance and quality of results
**Invite external partners into workspace:** government counterparts, UN, NGOs
Business: Teamworks support UNDP's five business models

Support RC system – One UN Showcases coordination success of regional bureaus
Offer client governments access to the best practices, guidelines and experiences the UN has.

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Daily Use

- Fill out profile on Teamworks
- Upload documents as opposed to attaching them to emails
- Bring all partners into Project Spaces• Barn-raising and other exercises
- Quick shares Daily Poll, Like, etc.
- User-written Articles and Blog Posts

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A Knowledge Based
Development Organization
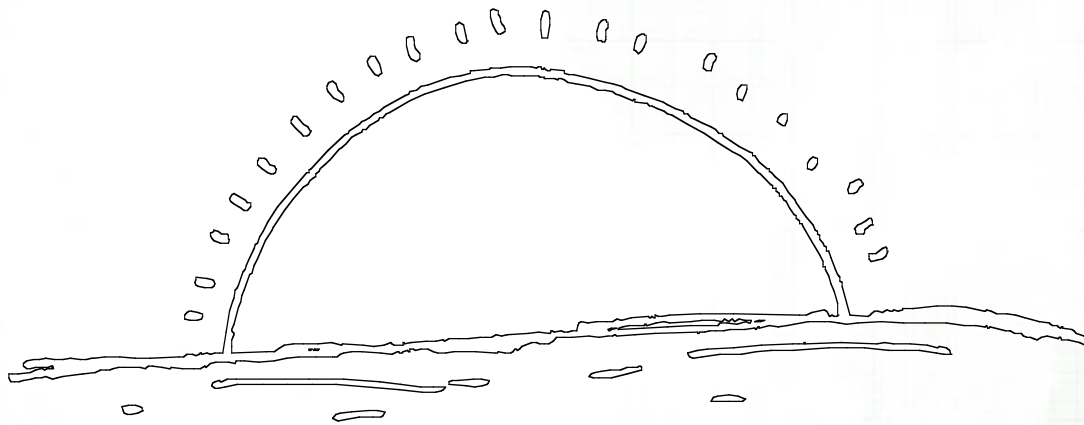
Policy Recommendations – Push Mechanisms

Policy Recommendations include:

• All UNDP staff to fill out profile on Teamworks
• Projects to require contractor deliverables via Teamworks
• 2% of project funding dedicated to knowledge sharing
• Teamworks space created with the launch of any project
• Mission selection based in part on knowledge sharing
• Knowledge sharing integrated in job review
• Integrate Teamworks into PAC and Atlas processes Require LDC's to comply with KS recommendations
•Initiate an oversight programme to enforce procedures.

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Training Recommendations – Pull Mechanisms

Recommendations include:

• Put how-to into LMS catalogue and toolkits
• Knowledge sharing training module at CO level
• All induction training to include training on Teamworks
• Induction training to be available on Teamworks
• On-boarding program to prepare personnel for new posts
• Legacy program content searchable from Teamworks.
• Key talking points for managers / supervisors to staff

Others:
Major communications planning and execution / viral marketing campaign to build awareness
Showcase success

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Spreading The Word

A person-to-person message campaign.

Flows through key actors to the entire organization.

Toolkits, ideas and messaging enable key actors.
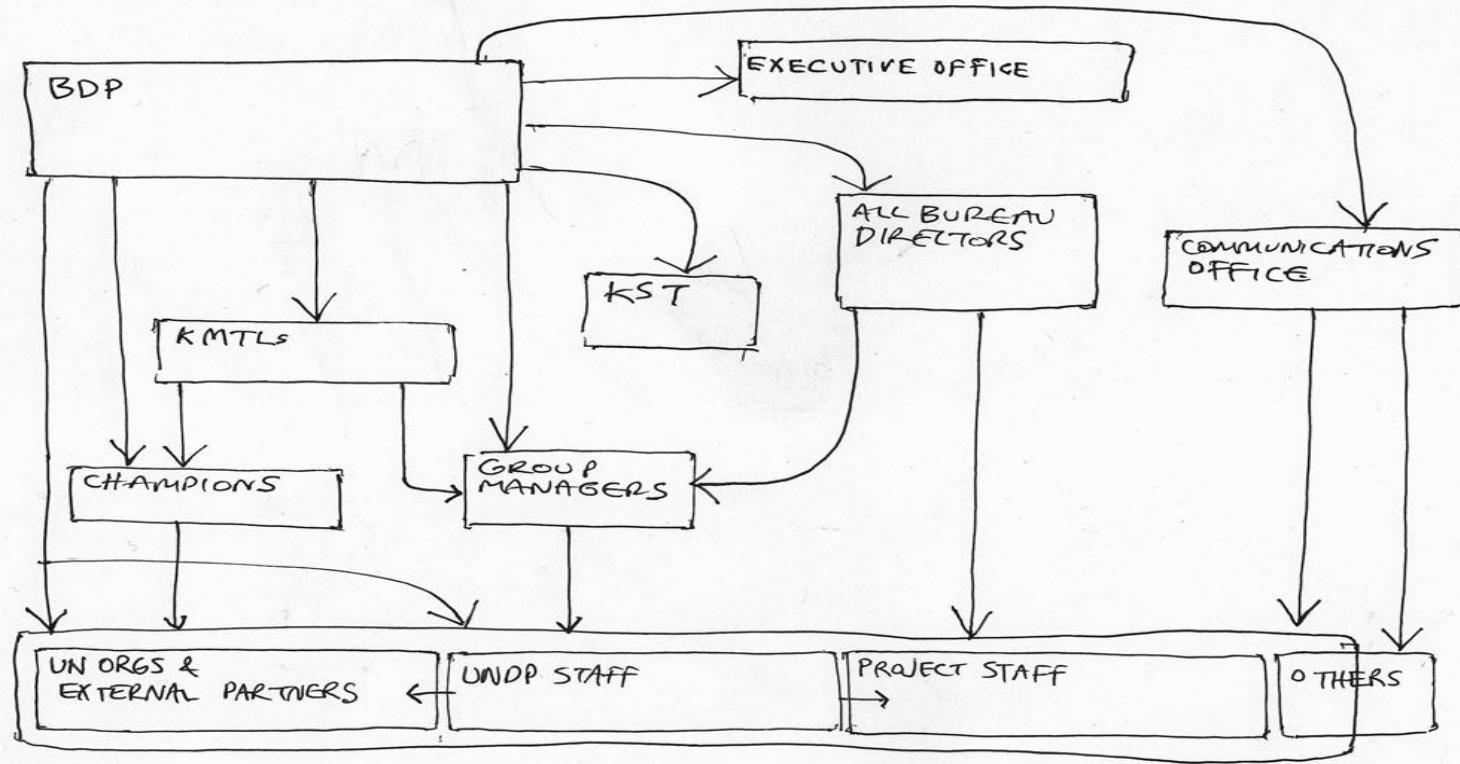
We Can All Help!

Going Viral

The change effort— a person-to-person message campaign
Flows through key actors to the entire organisation
Toolkits, ideas and messaging enable key actors

We Can All Help!

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What Partners Have Said

"Teamworks offers an innovative mechanism for UNV to leverage the vast knowledge and expertise of UNV volunteers for communication, collaboration, capacity building and global outreach. It also provides a welcome opportunity for UNV to exchange with colleagues from other UN entities in the spirit of 'One UN' programming."

(UNV, 2010)

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Training Recommendations – Pull Mechanisms

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• Put how-to into LMS catalogue and toolkits
• Knowledge sharing training module at CO level
• All induction training to include training on Teamworks
• Induction training to be available on Teamworks
• On-boarding program to prepare personnel for new posts
• Legacy program content searchable from Teamworks.
• Managers involved with key insights on KS

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Developing Skills
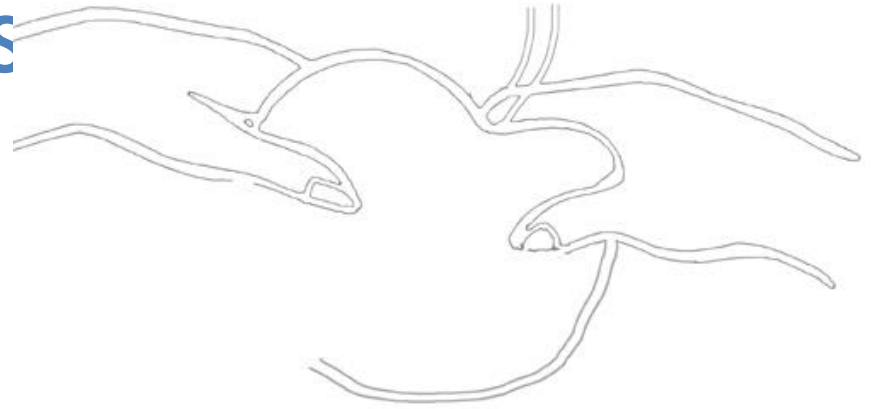
Train them – why, what and how
other how to's:

- Wikis
- Profiles
- Videos
- Stories
- Case Study
- Etiquette and Guidelines for User, Etc.

teamworks **Champions**

- **Be a hub:** more colleagues, more connections, more visibility
- **Start a knowledge sharing space** – tips, suggestions, advice
- **Visit and participate in the Champion's space on Teamworks**
- **Start a Wiki:** "The 50 things I wish someone had told me when I joined UNDP"
- **Answer questions** through Teamworks
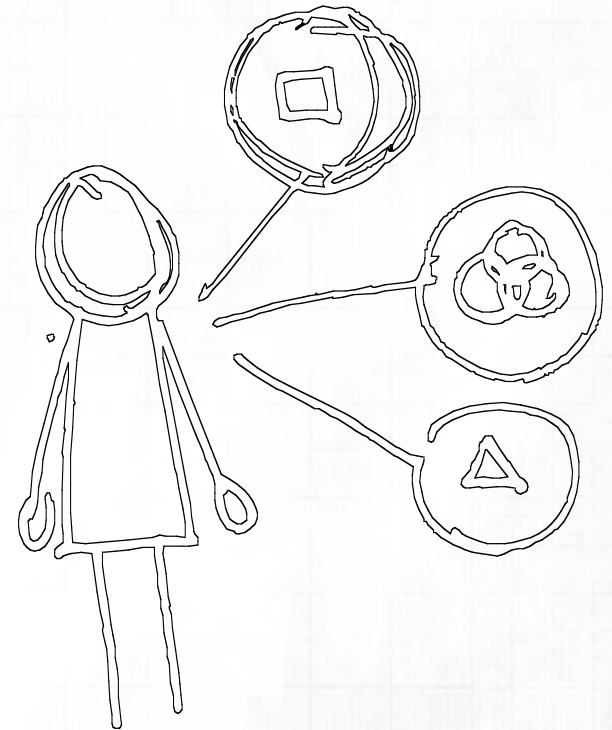- **Identify stories, and blog**
- **Each one teach one**

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Champion: Connector, Maven or Groundbreaker
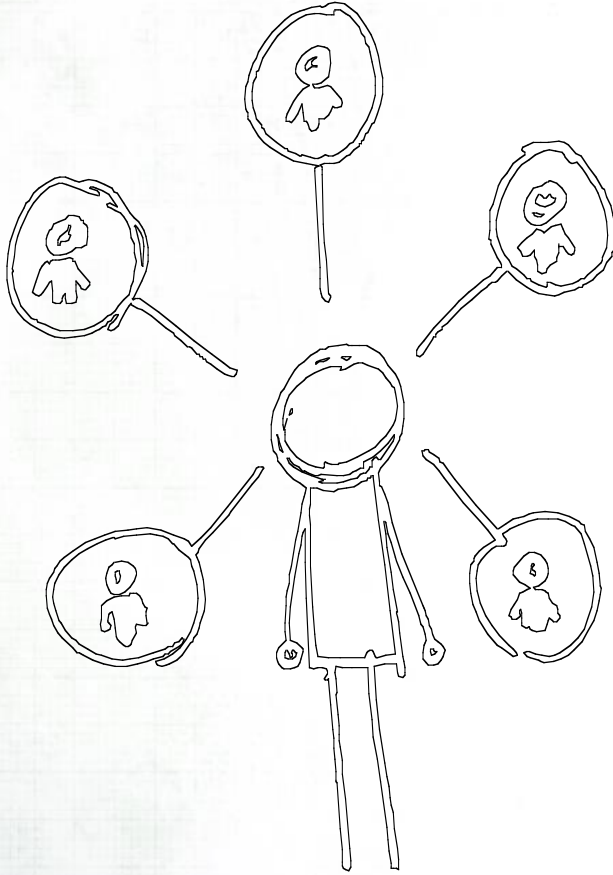
Connector
Involve them in training, cross-silo effects
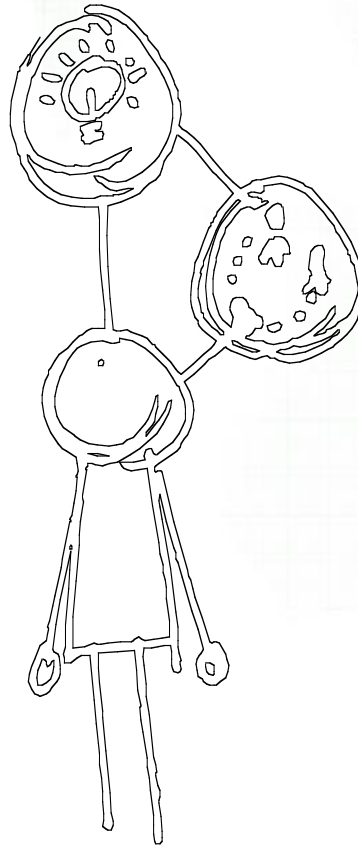
Maven
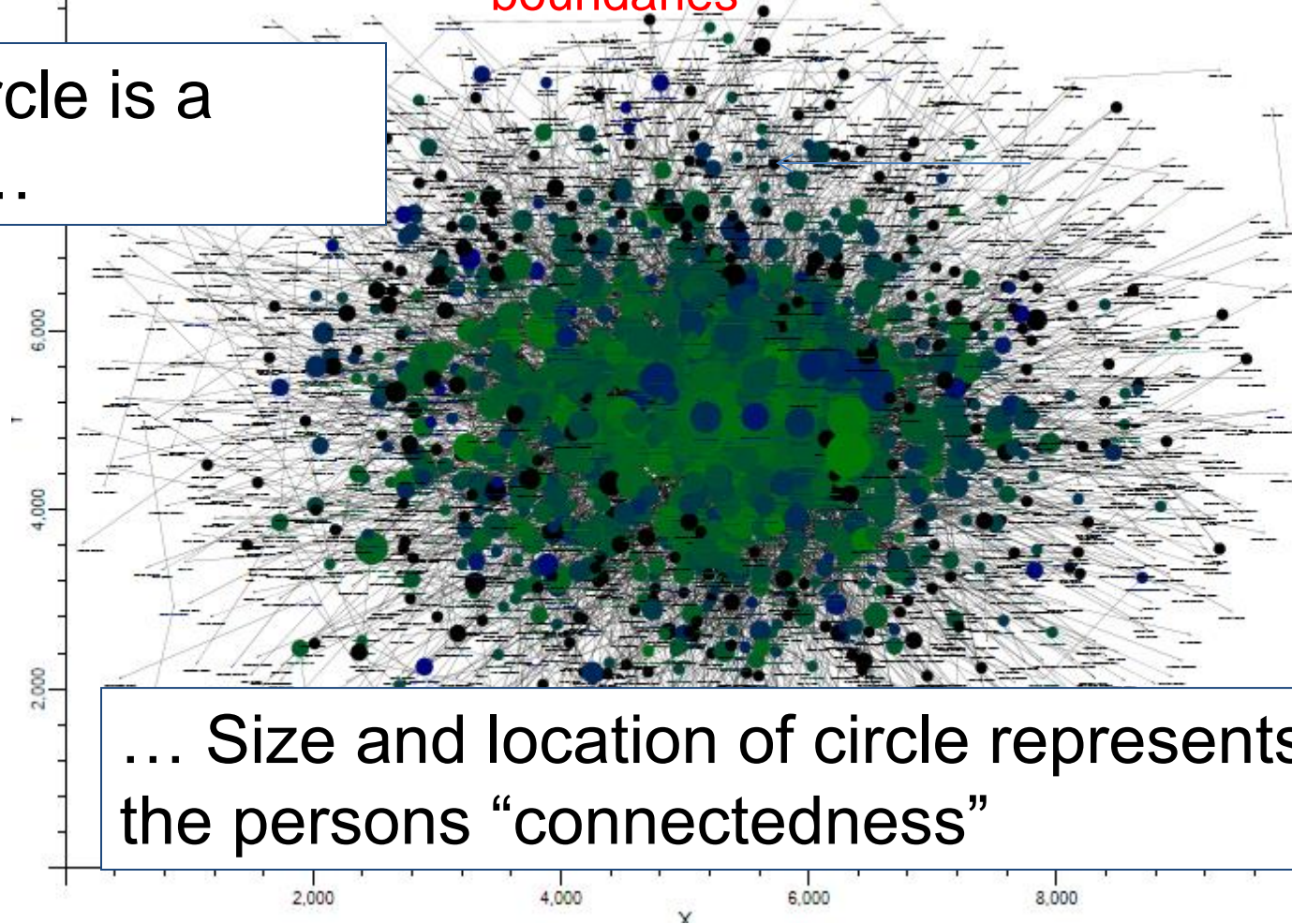Influencers are "experts" - Keep them engaged, focus on retention

Groundbreaker
Help them stretch the network

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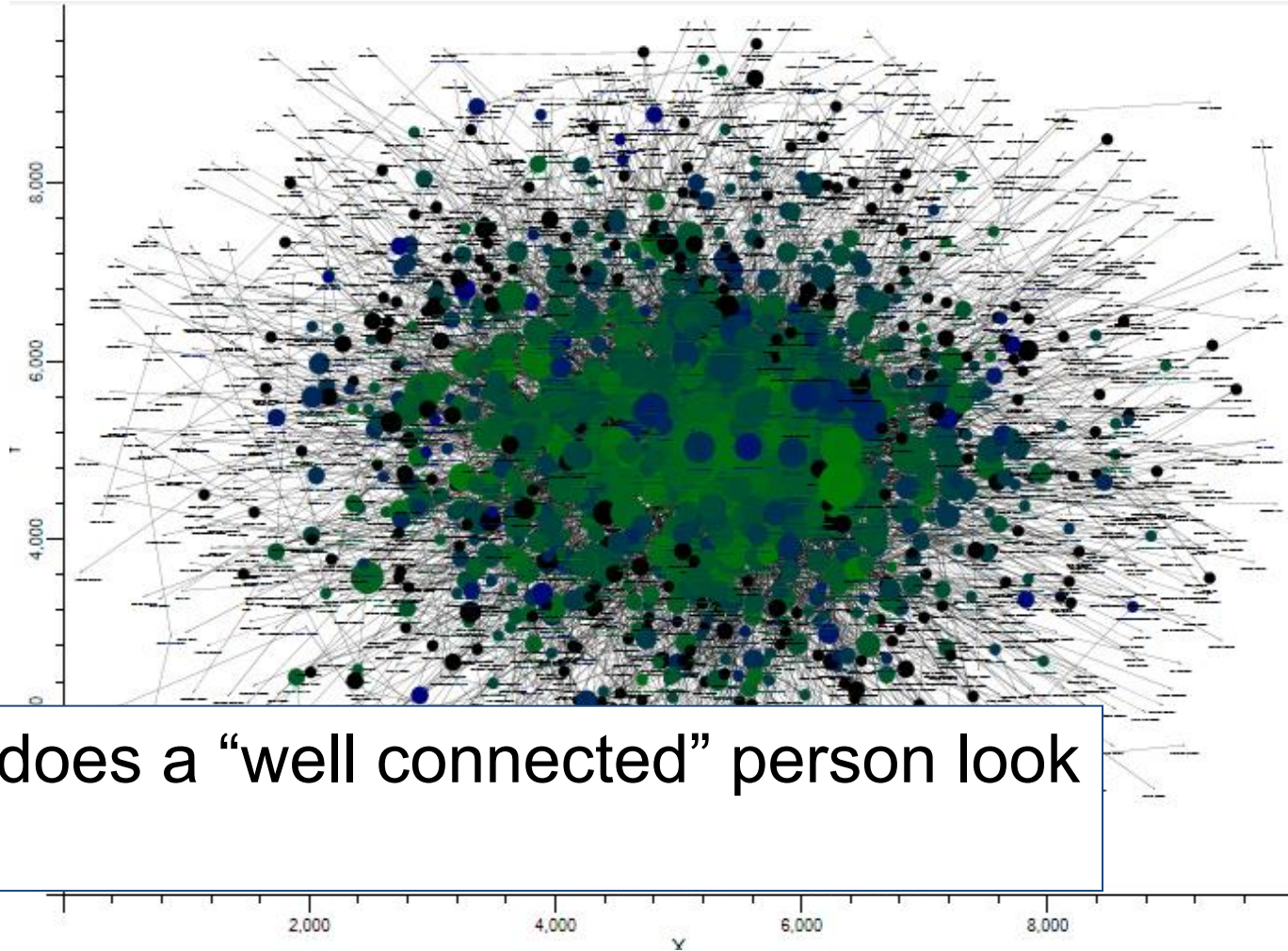# The *human network* recorded in Teamworks

People connect the organization across boundaries

Each circle is a person…

… Size and location of circle represents the persons "connectedness"

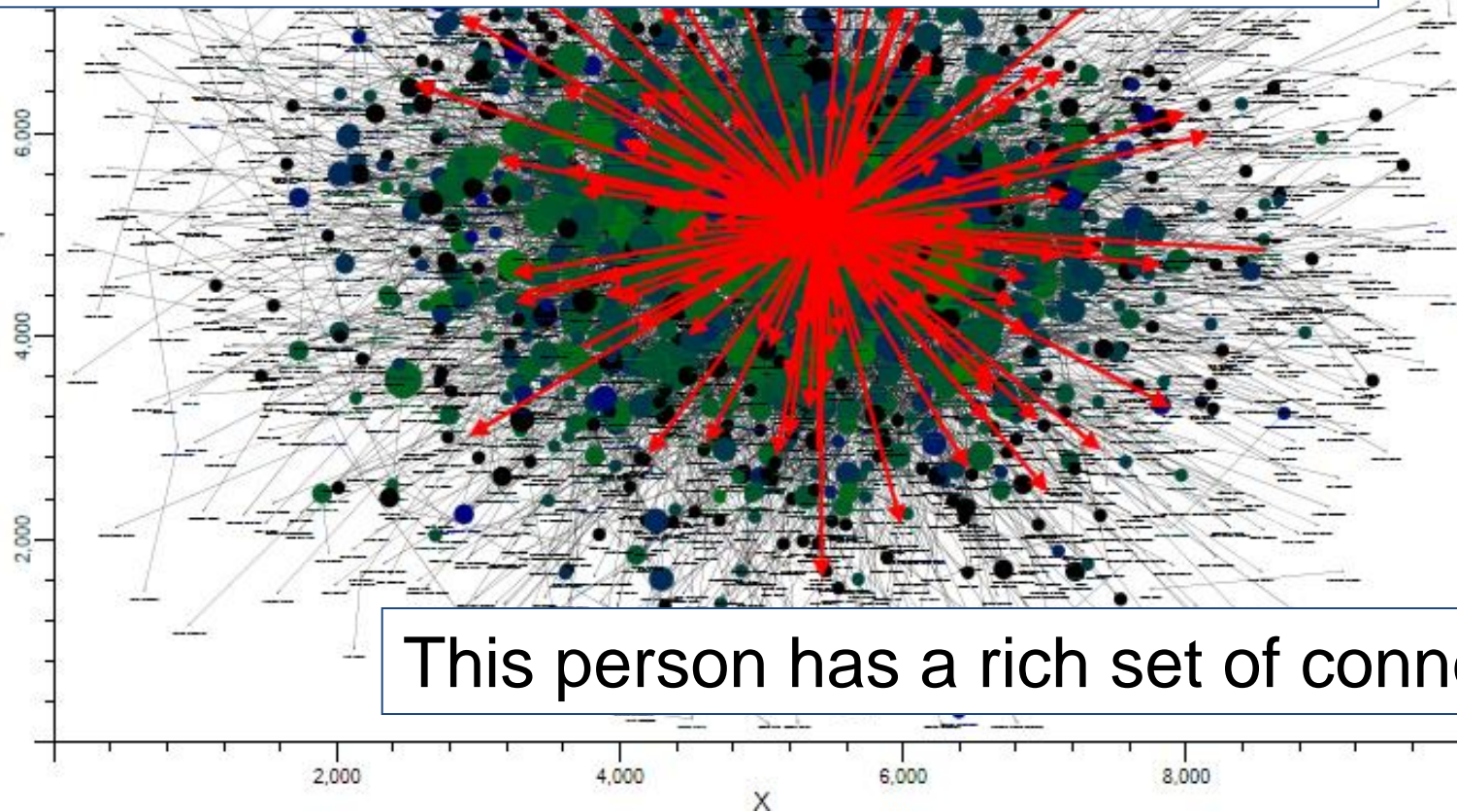# The *human network* recorded in Teamworks

What does a "well connected" person look like?

Connection profile: Connector

This person is an important connector in the organization's network

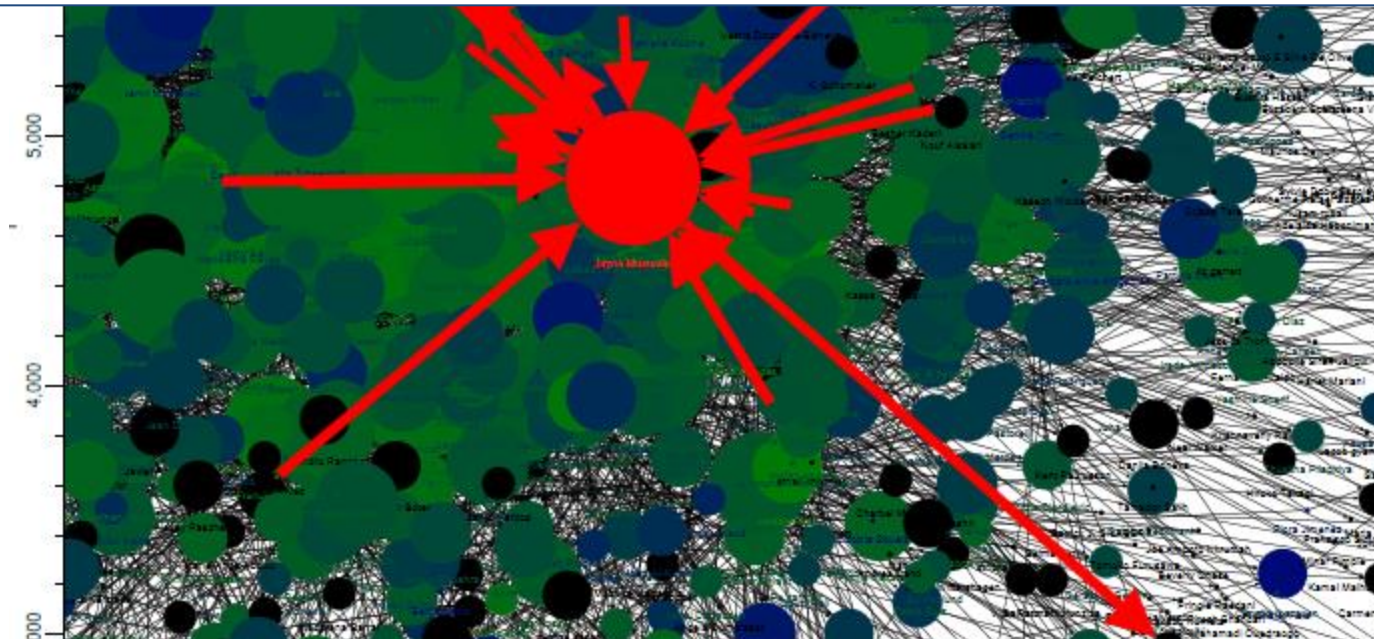Red arrows represent person-to-person relationships

This person has a rich set of connections

Connection profile: Expert

People respect and want to listen to this person, can have exponential influenc
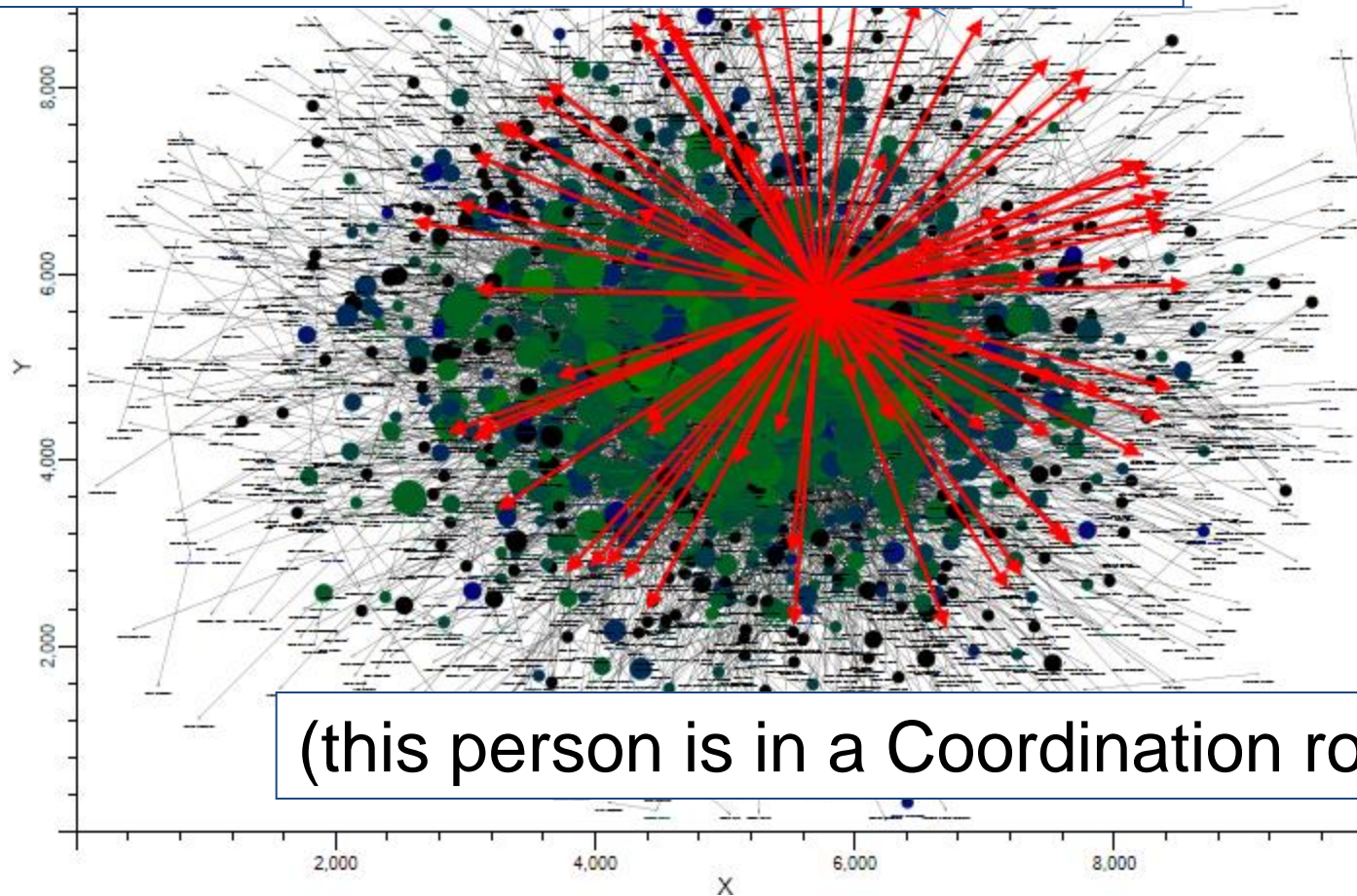

Arrows pointing "in" indicate this person is "followed"

This person does not have "expert" in the official title…

Connection profile: Groundbreaker

This person brings in new knowledge from "outside" the organization

Long lines link this person to "distant expertise"

(this person is in a Coordination role)

How can we use these observations? Identifying:

Connectors … those who bring together diverse groups and are "knowledgeable" about current trends

Experts… those who are trusted – engage and empower them - let them spread your message

Groundbreakers… those who can be an "early warning system" for new knowledge from outside the network – involve them in planning

TeamWorks Results

- Main tool for communities of practice to connect and

- Networks have grown both quantitatively and qualitatively;

- Leveling of hierarchy: Input from the ground into policy & practice;

- Members communicate across countries, regional bureaus, units;

- UNDP seen as a leader in this area within the UN system;

- UNDP seen as a model for public sector organizations in KM;

- Culture now values sharing, not owning, of knowledge;

- South-South exchange.

teamworks

UNDP

Key Challenges

- Changing Mindsets & Attitudes
- Organizational Culture
- Underestimating Complexity
- Shortage of Resources
- Higher / Middle Management Support
- Change and Communications Management Know-how.
- Training & Motivating the Workforce
- Be Patient, Enduring, Persistent
- Measure Success – CSFs' and KPIs'

Business

Human   Technical
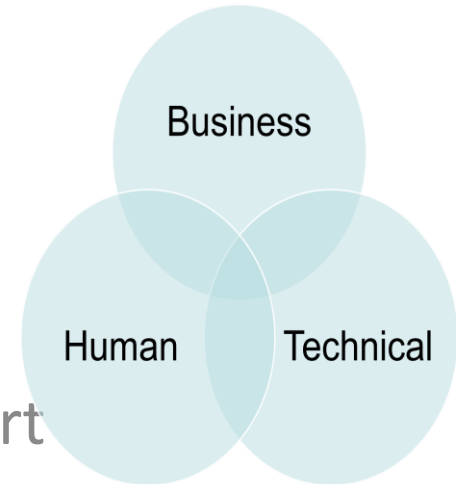
Significant Learning from the UN Project

- If you build it, they will neither come or participate. Need incentives, communications, and senior leaders and managers to model the required behaviors.

- Don't think technology first; think human interactions and building a shared understanding

- Support work (success stories) that is accomplished through collaboration and team interactions. Drive social engagement.

- Create learning models and tools that support a culture of coaching, mentoring, feedback and interactions.

- Start small. Build a prototype – deploy, fix, deploy, fix, etc. Learn from successes and failures (new requirements). **Float – Don't Launch**

- Ensure stakeholders have a clear perception of the vision and purpose.

- Have clear benefits for each stakeholder group. Communicate, Communicate, Communicate.

" Our bravest and best lessons are not learned through success, but through misadventure. "

— Amos Bronson Alcott