



Intranet **Love** Affairs

Be passionate about your intranet

A report for IBF members only

Confidential



Intranet
Benchmarking Forum

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1. Executive summary

A review of advertisements for intranet jobs reveals that 'passion' is a frequently used word in describing the ideal candidate. But there is little indication of exactly what recruiters are looking for. Meeting and talking to intranet professionals who are passionate about what they do starts to build a clearer picture – this 'passion' is specific and it helps to create leading intranets in many sectors.

It may seem obvious that being passionate about intranets is a good thing. However, analysis shows that it can have both a positive and a negative effect on the intranet programme, so it is a critical skill that needs careful nurturing and use.

Intranet practitioners must recognise a number of key factors. These are:

Right approach

You can control your emotions and channel them in a positive way. You are able to articulate your position clearly, assertively counter arguments against your ideas, and persist with what you need. You need a flexible approach to presenting your agenda. It might be an informal chat in the corridor, or perhaps a formal proposal by email. If at first you don't succeed then try, try and try again, but don't keep using the same approach. Review each failure, learn from it and adapt so your next approach has a better chance of success.

Right people

Prepare your ground ahead of any meeting to decide on your proposal. Use your passion to make sure the right people, who can influence what you want, or will be influenced most by what you discuss, will be there. Most likely, the meeting will include a presentation, discussion and decision afterwards.

Find out what participants feel strongly about in relation to the intranet, and play to their interests. Be passionate in your presentation and use examples – working models, graphics, slides, role play – that best illustrate what you need. Show how strongly you feel by your choice of language.

Right timing

This is critical to any success. You need to choose the correct occasion, when the mood is most advantageous. It is no good picking a time immediately after an announcement of poor financial results. A better moment could be when a new CEO has joined, with ideas that align with your plans. Being patient and waiting for the right moment is another way to channel your passion, because you want to succeed.

When you combine the right people, approach and timing for whatever you are passionate to achieve you create the best chance of a successful outcome.

Whatever you feel passionate about, read this report to find out how you can harness it to improve your intranet.

Our research

This report is based on in-depth interviews with intranet practitioners from American Electric Power (AEP), IKEA, Pacific Gas & Electric (PG&E), SCANA Corp., and Verizon, about the role of passion in their intranet achievements. We also carried out desk research that distills input from industry thought-leaders and top intranet practitioners, and drew on our wide experience talking to intranet practitioners and providing thought leadership in the field.



About the author

Mark Morrell is an intranet pioneer who combines his experience of managing intranets and strategic thinking to help organisations improve the value of their intranets. Since 1996, Morrell has developed intranet strategies; he has first-hand practical experience of implementing major technology and change projects.

As the former BT Intranet Manager, Morrell transformed BT's intranet into one of the best globally for governance, engagement, collaboration, and measuring the full value of its contribution. Morrell was the hub, and claims to be IBF's most benchmarked intranet practitioner. Since leaving BT in 2011, after nine years managing the intranet, Morrell is now an IBF benchmarker. He also provides independent consultancy, speaks regularly at conferences and writes white-papers.