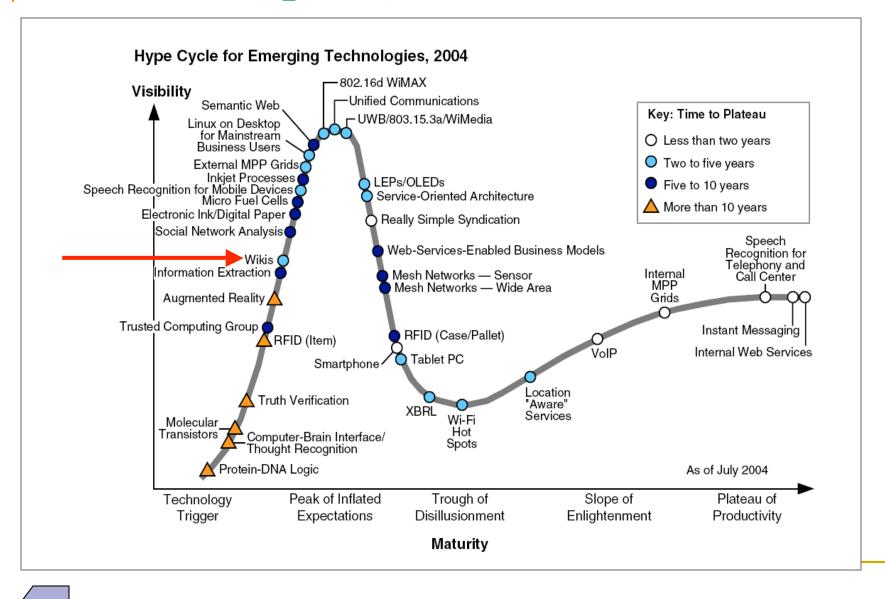
The Promise of Passion of Collective Wisdom ...through Wikis & the Wiki Way

In2:InThinking Network 2007 Forum – April 12-17

Ann Majchrzak
Professor of Information Systems
Marshall School of Business, University of Southern California
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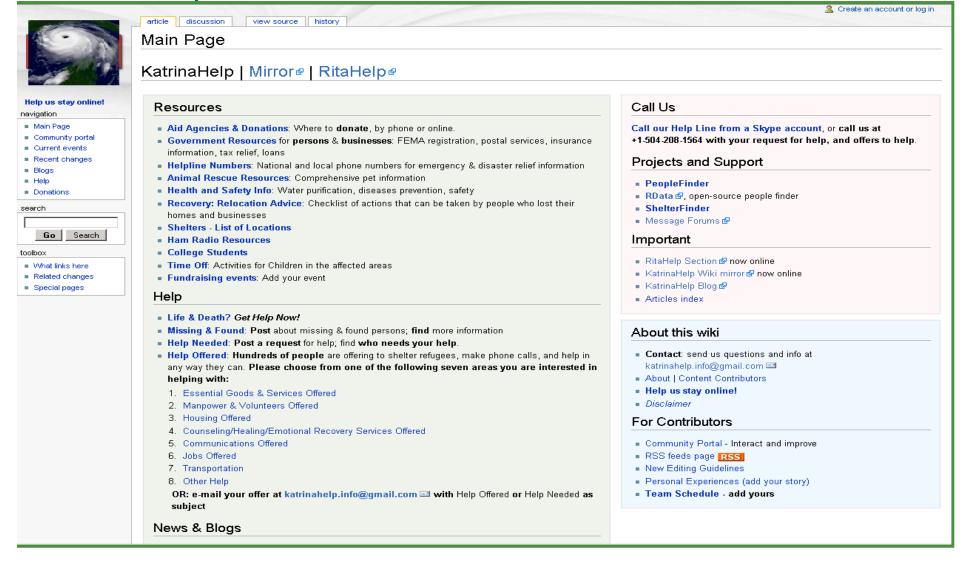
Gartner Hype Cycle 2004



Background: What is a Wiki and the Wiki Way?

Wikis = "Fast" Website + Wiki Norms:

Example > Katrina Wiki



40. Configuration. Bootstrap

until the service deployer is up and running. In our configuration we have:

Search-

JBoss Docu

Home Definitions

JBoss 3 5 2 JBoss 4.0

- 2. Configuration
- 3. JMX
- 4 EJB
- 6 JCA
- 7. Security
- 8 AOP
- 9 Utilities
- 10 HowTo
- 11. Appendixes

Contributors

Host MAD plaNET. Andy's Weblog.

Printer Friendly Version The boostrap configuration file **jboss-service.xml** can be found in the /jboss/docu.40/conf directory. It uses the same format as the service deployment descriptor but because when JBoss is bootstrapped it does not have a service deployer available. Therefore this configuration file only needs to define the services (MBeans)

- 1. **Aspect Manager Service** and **Aspect Deployer**: necessary for the AOP Framework
- 2. Log4J Service: logging capabilities
- 3. System Property Class Value: ??
- 4. Local JBoss Server Domain: JSR-77 service for vendor neutral J2EE Management
- 5. **Naming Service** and **JNDI View**: JNDI naming server and its content browser. Make sure that the specified port is either set to "-1" or to a port that is not in use.
- 6. Schedule Manager and Schedule Timer Source: services necessary for the EJB Timer service
- 7. Security Config. XML Loging Config and JAAS Security Manager Serivce: JBoss security setup.
- 8. EAR Deployer and URL Deployment Scanner: services for the scanning of deployment directories and their actual deployment. The deployment scanner can contain multiple directories to scan but by default it points to the /deploy directory in the setup directory.

This page last changed on 07-Mar-2004 22:28:98 PST by JasonOh. Set your User Preferences to Edit This Page More Information Attach File

Wiki Way: Wiki content not owned by individual authors; focus on community; everyone can contribute and change content easily, if given access to page

Simple

Editing Customer relationship management

From Wikipedia, the free encyclopedia.



The generally accepted purpose of '''Customer Relationship Management''' (CRM) is to enable organizations to better serve its customers through the introduction of reliable processes and procedures for interacting with those customers.

In today's competitive business environment, a successful CRM strategy cannot be implemented by only installing and integrating a software package designed to support CRM processes. A holistic approach to

CRM is vital for an effet modification of business (including soft- and may to follow its CRM strate CRM software-licences.

The term CRM is used to needs. The second one is only software, instead of

Major areas of CRM focus and self-service. It att within a company.

There are three parts of * operational - automat * analytical - support t

technology * cooperational - ensur "''Doctor''? No other title? A
''scholar''? And he rates above the
civil authority?"

Wiki syntax (MediaWiki)

"Why, certainly," replied Hardin, amiably. "We're all scholars more or less. After all, we're not so much a world as a scientific foundation - under the direct control of the Emperor."

>

Emperor."

"<i>Doctor</i>? No other title? A
<i>scholar</i>? And he rates above the
civil authority?"

HTML

"Why, certainly," replied Hardin, amiably. "We're all scholars more or less. After all, we're not so much a world as a scientific foundation under the direct control of the Rendered output

"Doctor? No other title? A scholar? And he rates above the civil authority?"

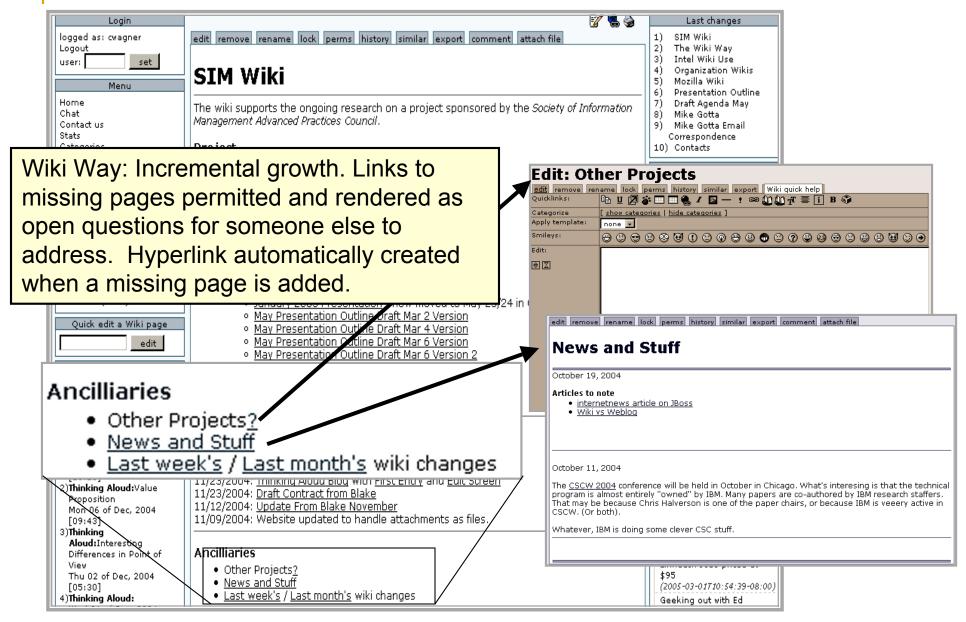
"Why, certainly," replied Hardin, amiably. "We're all scholars more or less. After all, we're not so much a world as a scientific foundation — under the direct control of the Emperor."

Edit summary:

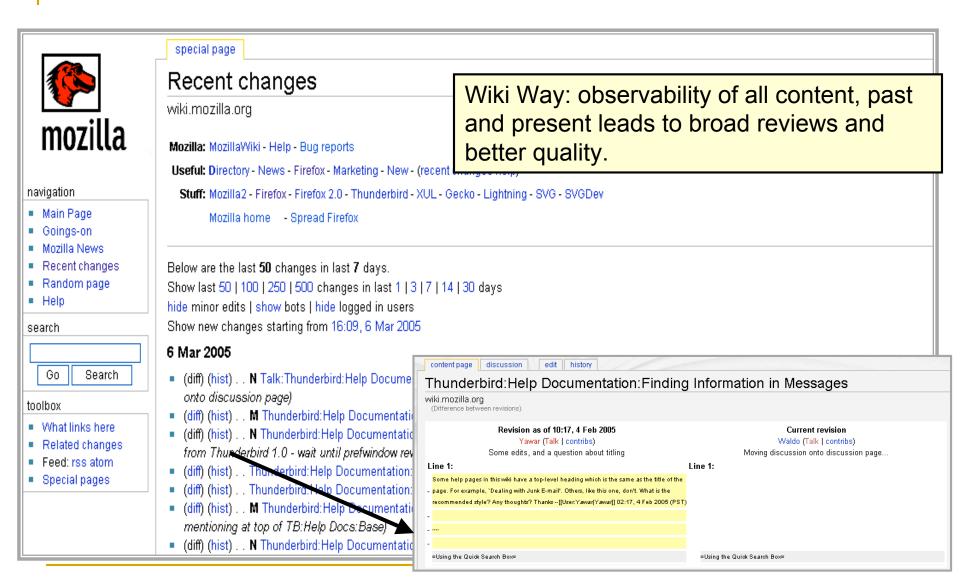
☐ This is a minor edit 🗹 Watch this
Save page | Show preview | Ca

Wiki Way: content maintenance principles. Simplified mark-up (language), rules for modifying and integrating other authors' pages ("refactoring rules"), as well as page design standards (templates).

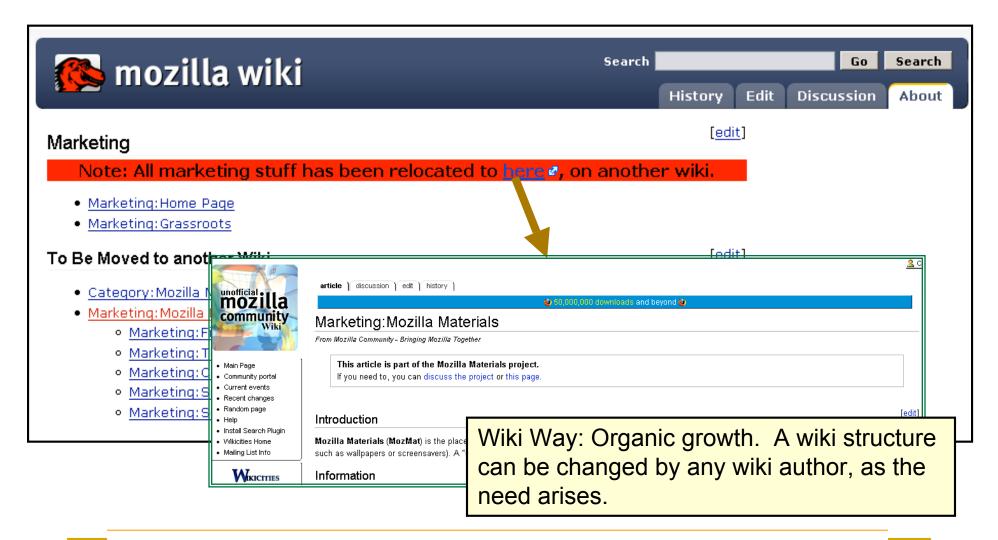
Incremental



Observable



Organic



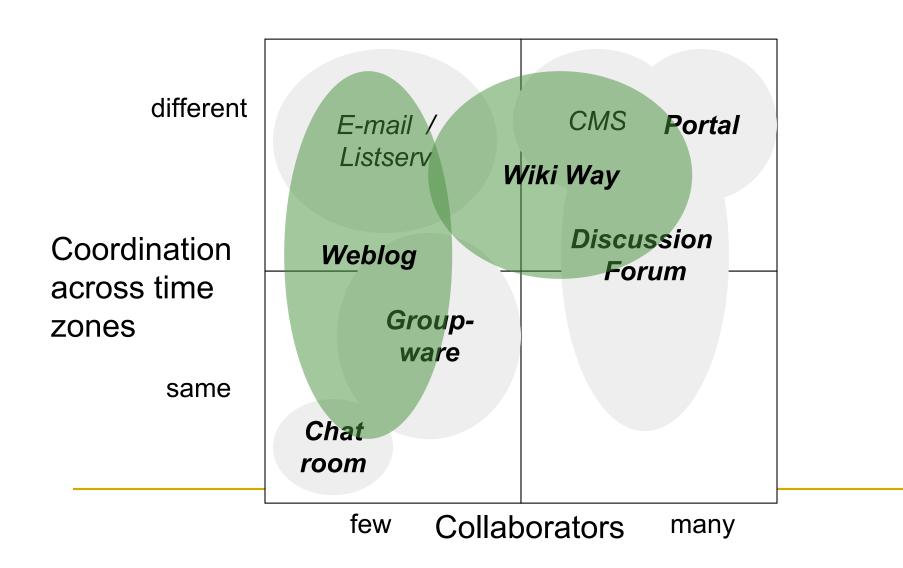
Wiki Way: Summary of Relevant

Norms

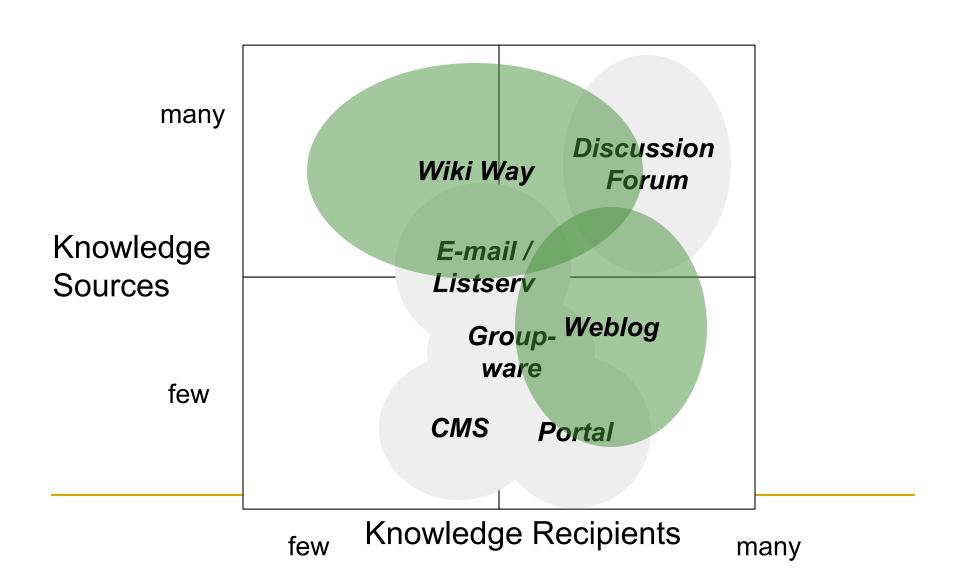
- Start small with seeds
- Let anyone in
- Don't duplicate content; point to shared content instead
- Don't just add ideas, build on others
- Don't just ask questions & criticize; build and evolve
- Revel in diversity of openness

Multi-user, evolutionary, error-correcting, knowledge integrating, idea-stretching

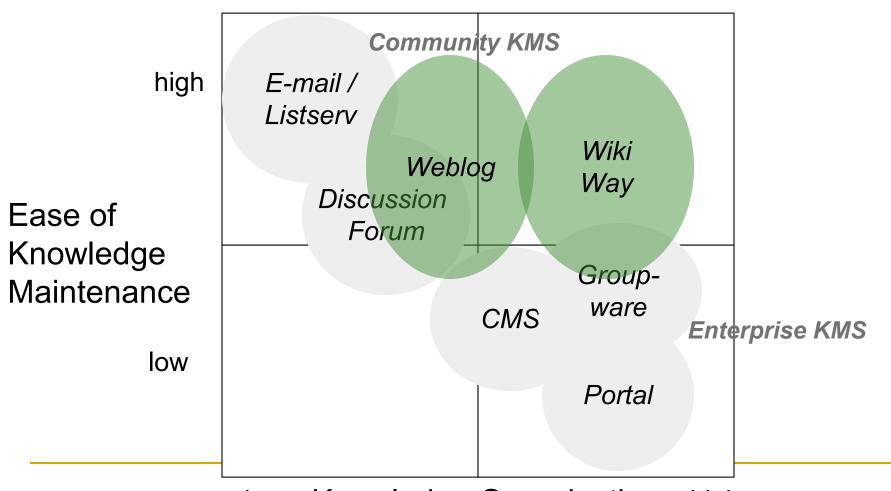
"Sweet Spots": Collaboration and Coordination



"Sweet Spots": Dispersion of Knowledge



"Sweet Spots": Knowledge Maintenance



low Knowledge Organization high

Typical Wiki Applications

- Company intranet.
- Distributed meeting coordination.
- Project management and documentation.
- Recruiting process management.
- Task management (shared calendars, task assignment).
- Competition tracking (with RSS feeds).
- Bug tracking; help desk (with user feedback).
- CRM (with customer support and dashboards).

Wiki Users

- Dresdner Kleinwort Wasserstein (investment banking).
- Ofoto (division of Kodak).
- Nokia (telecommunications).
- Ziff Davis Media (publishing).
- O'Reilly (publishing).
- Informative Inc. (marketing services).
- Motorola. (technology).
- Novell (software).
- Friedkin Companies, Inc. (automotive).

- JBoss, Mozilla Organization, Debian (software).
- SAP (software).
- Michelin (tires)
- 3COM (networking).
- Wind River (software).

Wind River (windriver.com)

- Software company.
- Provides market-specific, embedded platforms that integrate real-time operating systems, development tools and technologies
- Founded 1981.
- NASDAQ WIND.
- Market Cap \$1.15B; 1,500+ employees.

Why a Wiki at Wind River?

(before wiki use)

- E-mail flood to the corporate-wide mailing list.
 Important messages were sometimes lost in the flood.
- Messages did not always reach their target.
 E.g., engineers were typically not subscribed to the 'competitive news' mailing list.
- Static internal home page, just used as a starting point to link elsewhere.
- Collaborative innovation limited to email & hallways

Initial Deployment of Wiki at Wind River

- Started a large software project in Spring 2000 (100 engineers, 7 offices, two continents).
- Evaluated two web based products to track teams, schedules, milestones, meeting minutes, code reviews, and to store all project related documents:
 - eRoom: Was in use by merged company ISI
 - TWiki: Was in use by acquired company TakeFive
- Chose TWiki because it was more flexible and configurable than eRoom, although eRoom had a more polished user interface and more out-of-box applications.

Wiki Use: Diffusion throughout Wind River

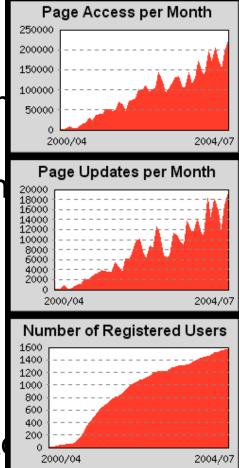
Other groups started using TWiki after seeing how

projects can be managed in TWiki.

 Big push after a cross-functional council using TWiki to document its initiatives, m processes & got lots of input.

Several skins created in familiar compan look.

- Intranet home now a TWiki driven news
- Large deployment (2004):
 - 1,500 registered users;
 - 120 webs, 50K pages;
 - 220K actions / month (11/employee work)
 - 19K updates / month (1/employee workday).



Front Page: News Paper Layout



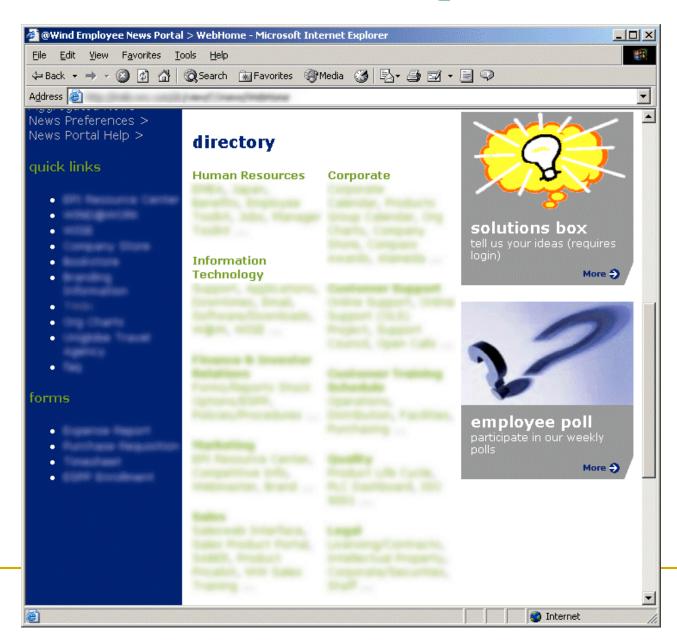
Intranet Site Design at WindRiver

- Newspaper approach. Headline news above the fold, corporate directory below the fold (page down).
- News channels for every department: IT, HR, Engineering, Sales,
- Each news channel has an editor group, responsible for releasing news.
- Form based user interface for authors (no mark up needed).

Channels and Subscriptions

- Workflow!
- Two types of channels:
 - Anyone can post a story or edit others, but it needs to be released by a "channel facilitator".
 - Only editors can post and release a story.
- Subscription model for news channels
 - Employees can subscribe to news channels of interest; & see who else is.
 - Some important news channels are "always on", e.g. employees cannot unsubscribe.
 - Employees do not need to be registered in TWiki to subscribe or post to news channels.

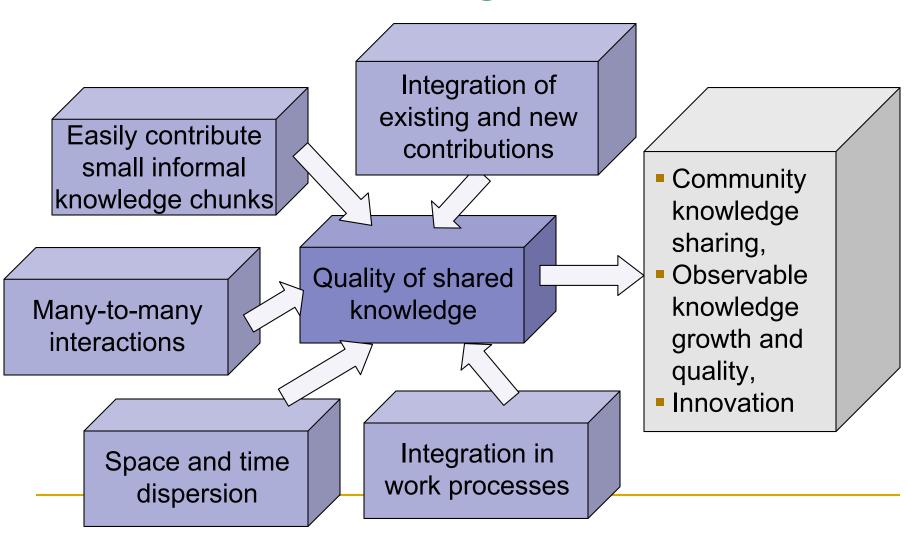
Real-time Creation of Corporate Directory



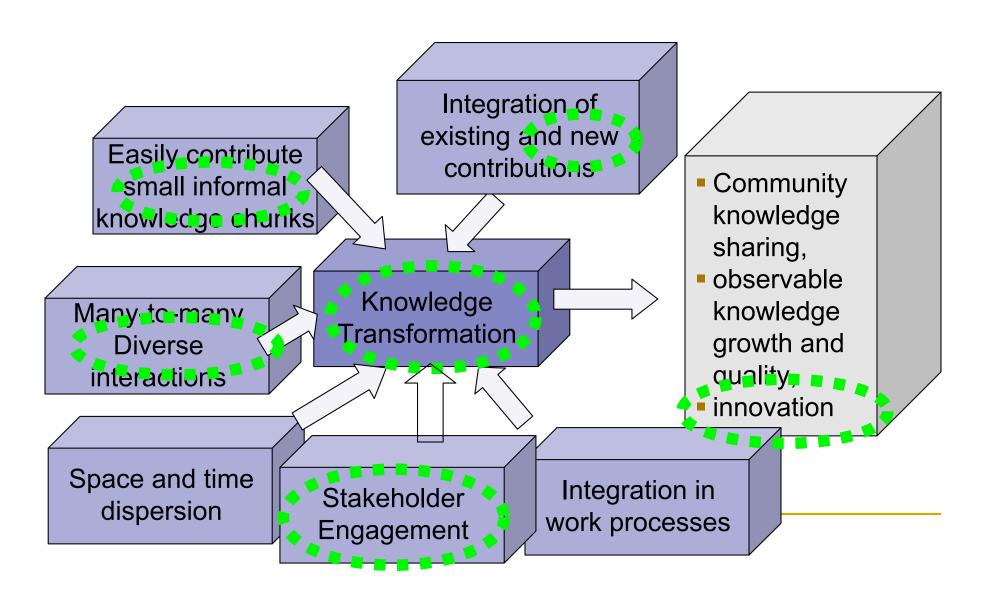
Summary of Wiki's Use at Wind River

- Encouraged individuals to evolve communities of practice within firms
- Allowed for organizing knowledge as it evolves
- Stories from "all corners of the globe" spark ideas that would not have otherwise been sparked
- Build on stories to generate new policies, procedures, proposals, products

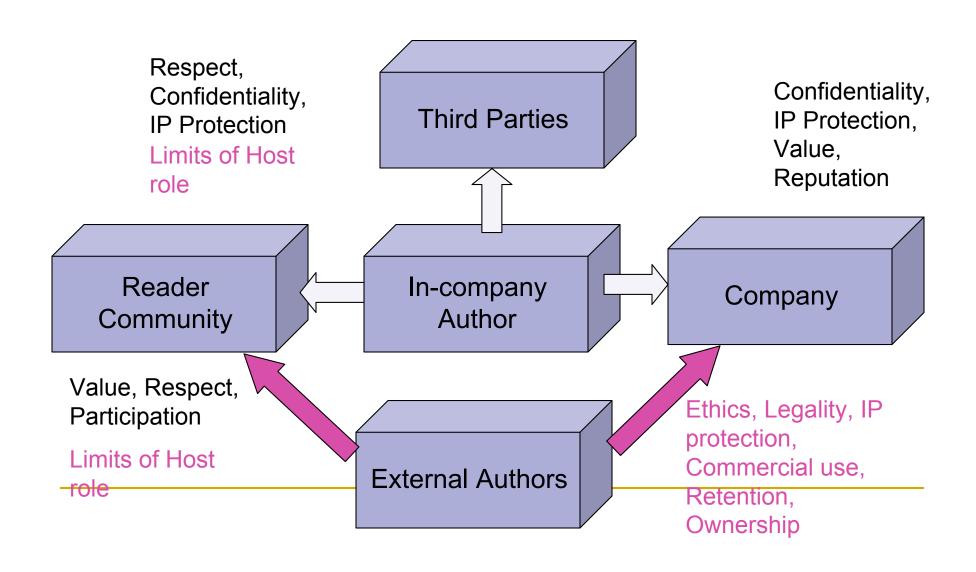
What Wikis Do That Other Technologies Don't



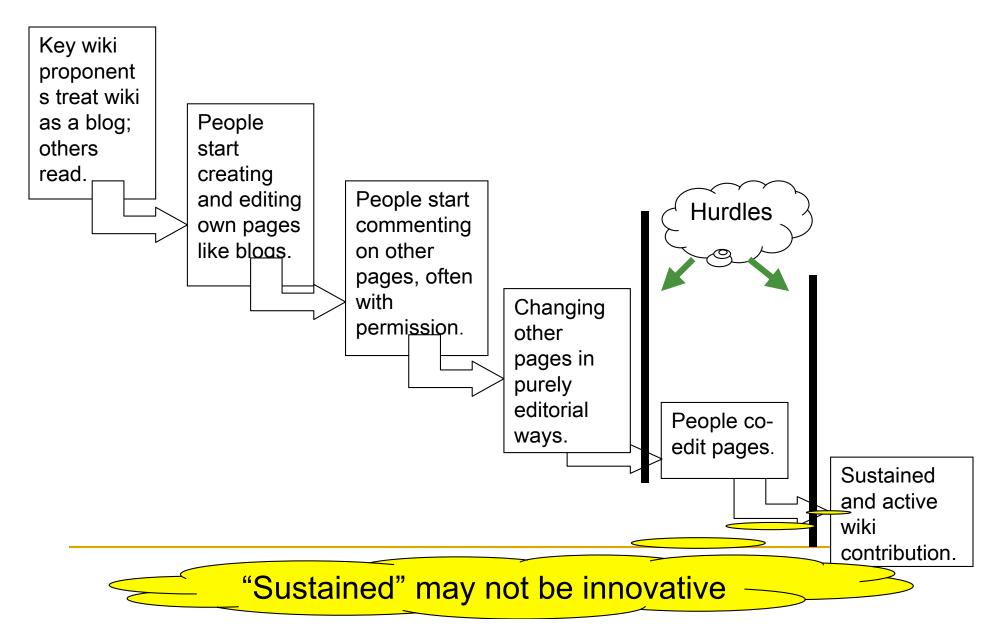
How Might Wikis Facilitate Innovation?



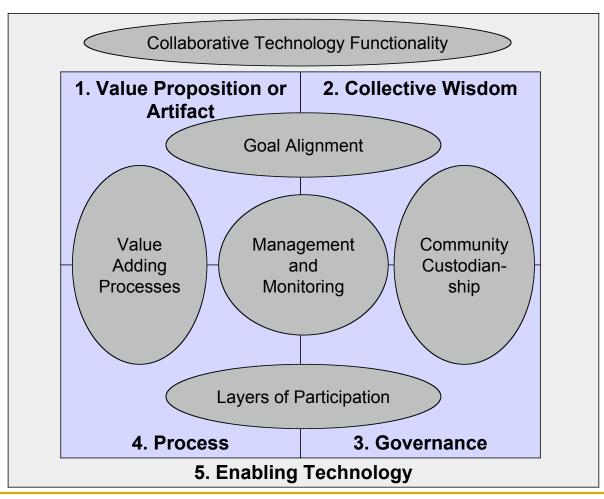
Stakeholders and Relationships



Traditional Wiki Adoption Process

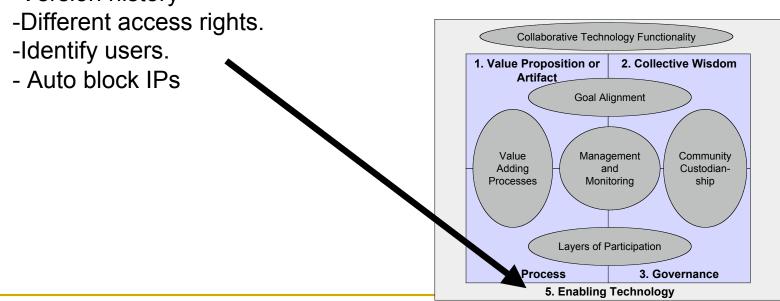


Achieving Stakeholder Engagement through the Wiki Way

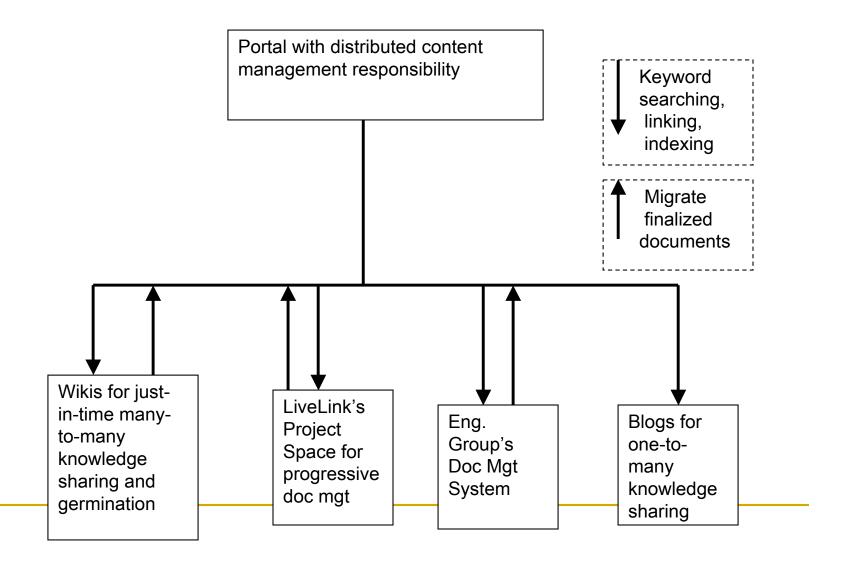


Technology

- -Site usage stats
- -Registration.
- -Auto evaluate dynamic interactions and take action (e.g., when there are more than 3 "tit for tat", the sys op is notified).
- -Write-lock to avoid unintentional over-writes.
- -Auto identify and block unacceptable posts Contribution history stats
- -Version history

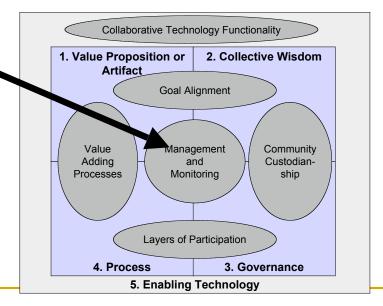


Example Info Architecture with Wikis

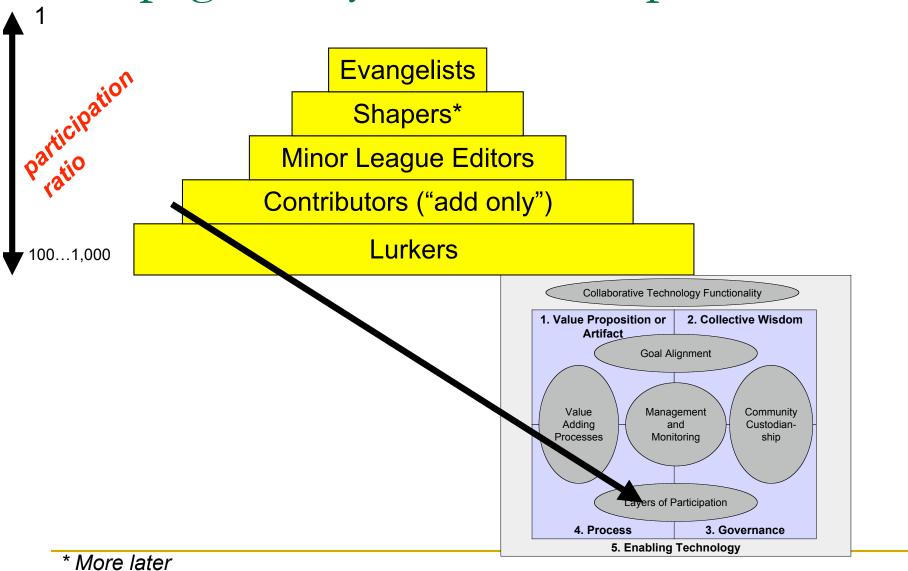


Community Management & Monitoring

- -Close Monitoring
- -Lite-weight
- -Matched to amount of traffic
- -Automate as much as possible
- -Specially selected volunteers

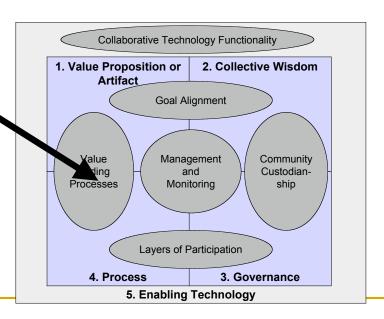


Propagate Layers of Participation



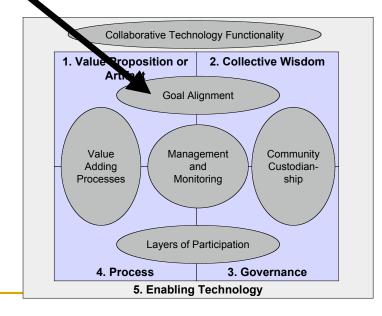
Explicit Processes for Contributing

- -Completely integrated with work (e.g., CRM, Proj Mgt, Reqs Def)
- -No Walled Gardens
- -Escalation of tit-for-tat
- -Standardized titles for projects
- -Standardized tables for updates & pages



Achieving Diverse Goals

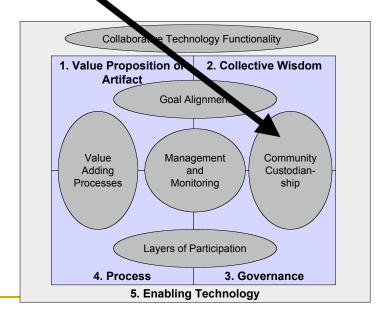
Why do you contribute?	How can you achieve that goal?
Help others	Post
Notoriety	Become a "sys op"
Find business opportunity	Become a shaper
Get free advice	Lurk



Community, not Individual Custodianship

"Our view is if [the product] isn't good, then fix it. Don't suppress the opinion. If something negative is written and stays on the site, so that the site is not completely positive, customers trust the information more, and feel better about the company. It's the open source idea. Only it's open source for information."

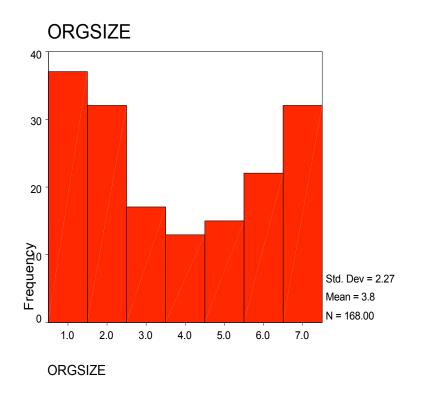
(respondent)



Critical Player in this Process: The Shaper

Organizations Represented

- Range of companies
 - Novell, Disney, 3M, Toyota HP, Google, Unisys, Fisher Price, Qualcomm, Intuit, I2, LexisNexis, Gartner.
- Mean wiki experience 10months.

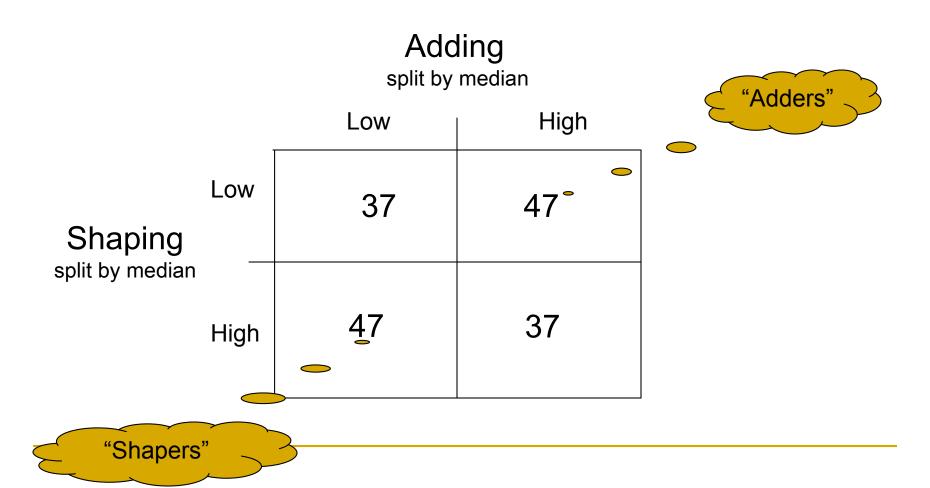


ORGSIZE: 1:1-100, 2:101-500; 3:501-1000, 4:1001-2500, 5:2501-5000,6:5001-10,000; 7:10,000+

Respondent Grouping Based on Contribution Type (1)

How often have your contributions to the wiki been	Factor Variance 30%	es and 24%	Loadings 22%
Adding content to existing pages	.10	.83	.33
Adding new pages	.24	.88	.02
Making comments on existing pages	.15	.13	.88
Making small corrections of factual inaccuracies	.40	.18	.72
Integrating ideas that have been posted onto existing pages	.82	.01	.29
Reorganizing a set of pages	.79	.37	.09
Rewriting whole paragraphs	.76	.17	.20
	Shaping	Adding	Commenting

Respondent Grouping Based on Contribution Type (2)



	Shapers	Adders		
Are Profiles the Same?				
Topic expertise	Low	High		
Knowledge of 'who knows what'	Low	High		
Use of wiki to identify business opportunity	High	Low		
What Drives their Contribution Frequency?				
Wiki benefits indiv's work	Not important	Important		
Do I have time to post?	Not Important	Important		
How often is wiki accessed?	important \	Not important		
How novel is the work task wiki used for?	Important	Not important		

Shaping

- Contributing by integrating, distilling, organizing & rewriting contributions of others
- Shaping is a practice-based role
- Facilitates knowledge transformation by helping community to exchange & combine its knowledge to refine its perspective & to take new perspectives

Example of a Shaper: Howard

- 75-person software engineering group at a multibillion dollar tech company
- "I spend up to two hours a day working on the wiki. Much of this time I reorganize other people's materials, rename pages, create new links on the home page, or restructure the home page. Benefits aren't to mean personally, but they help the group collaborate more effectively. They can find things easier"

Novell Internal Wiki



Main

ExteNdHome IdApps Wiki

All Changes

JonBultmeyer Users Groups

Offices
Welcome

Register

Change

Password

Reset Password

Main Web

Changes Topics Index

Search

Local Webs

Know Main Plugins

Plugins Sandbox

Sandb

TWiki

Tracking TrackingSandbox

Create personal sidebar

Edit Attach Printable

Main.ExteNdHome r1.171 - 14 Sep 2005 - 20:01 - RickNoel topic end

Jump:

Welcome to the exteNd R&D Wiki

This site is meant for the **internal** use of the exteNd R&D team, please don't pass it on to others. For others that ask, cut and paste info from <u>ExteNdSalesInfo</u> to point them at other info created for them.

How To Use

- Learn HowToFindThings and HowToEditThings on this site
 - Edit in GoodStyle and follow the TextFormattingRules and our ExteNdWikiNamingConventions
 - o See TWikiShorthand for the quick cheat sheet for new users
 - Change your wiki password
- Complete documentation about this wiki implementation (a perl based implementation called TWiki)
- Check out the TWikiTipOfTheDay
- List of TemplatePages to include when building your own pages

Releases

- IdentityApplicationReleases
 - o CharlesRiverRelease
 - SpitFireRelease
 - IdApps Spitfire page
 - RipTideRelease
 - IdApps Riptide page
- ApplicationServicesFoundationReleases
 - NutmeaRelease
 - o MohawkRelease
 - SundownRelease
 - o JBossJemsRelease
- ExteNdReleases
 - SamosaRelease
 - o SamosaPatches

Frequently Updated Pages

- VacationSchedule
- TripReports (28 Mar 2005 09:53)
- CustomerReports (16 Jun 2005 10:58)
- <u>LearningReports</u> (31 Aug 2004 08:22)
- ExteNdPress (11 Jul 2005 10:59)

Recent Meetings (AllMeetings)

- SpitFireMeeting20051007
- SpitFireDailyPulseMeeting20051006
- SpitFireMeeting20051003
- SpitFireEPMMigrationStatusMeeting20051003
- SpitFireDailyPulseMeeting20050927

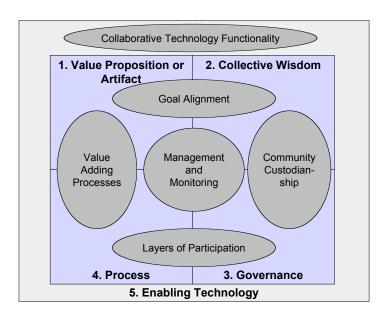
Innovation Business Benefits?

Innovation Business Benefits: Case of Informative Inc, a marketing research firm

- Customer inquiry led California employee to build a simple ROI model for a proposed marketing campaign
- 2. London employee saw the model (unsolicited) and quickly revamped it, incorporating accounting principles.
- 3. Modified model became a reusable client deliverable, now applied by employees elsewhere.

Management Implications

- Wikis can be used for innovation
- But need to engage the stakeholder with:



Identify potential shapers to help with the process

Conclusion

We are just beginning to explore and exploit collaborative knowledge exchange, knowledge relationships, and the arising meta-knowledge.