Microsoft

Microsoft SharePoint 2013

Planning for Adoption and Governance

Geoff Evelyn

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Deliver a successful SharePoint solution to your organization

Take control of the complex requirements for delivering a SharePoint 2013 solution to your organization. Led by a SharePoint MVP specializing in SharePoint service delivery, you'll learn proven methods to help you prepare for a smooth adoption and governance process throughout the enterprise. This guide is ideal for IT professionals, including service delivery managers, project and program managers, and business analysts.

Discover how to:

- Align your SharePoint solution with organizational goals and business priorities
- Engage executive sponsors, stakeholders, and SharePoint champions
- Provide detailed plans and schedules for an effective, structured delivery
- Build a team with appropriate roles to match delivery requirements
- Prepare user adoption, training, and communication plans, with clear business rules and policies
- Plan ongoing platform governance, service releases, and solution maintenance
- Build effective customer service models, and provide SharePoint support

About the Author

Geoff Evelyn, MVP for SharePoint, focuses on SharePoint service delivery and implementation. He's the coauthor of *MOS 2010 Study Guide for Microsoft Word Expert, Excel Expert, Access, and SharePoint* and author of *Managing and Implementing Microsoft SharePoint 2010 Projects*.

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Introduction

Microsoft SharePoint is a strategic business platform that allows people to connect seamlessly with each other in terms of centralized content management. Furthermore, as a collaborative tool, SharePoint can be used by anyone, and can be installed and configured very quickly.

The simplicity of provisioning SharePoint in this way, however, leads to issues where a business does not have the opportunity to define a SharePoint strategy, because it might not be aware there are practical and structured techniques for building, managing, and delivering SharePoint solutions. This lack of information is also compounded because SharePoint may have been provisioned through an IT project, with little to no business interaction. In IT projects, service delivery is not often seen as a priority. This often leads to issues concerning ownership, which can negatively affect User Adoption. Therefore, without the business taking ownership of the SharePoint solutions, the result is usually failures with regards to User Adoption, Governance, training, and communications.

Service delivery encompasses User Adoption and Governance

Successful SharePoint service delivery means understanding, defining, and maintaining business ownership of SharePoint solutions. Through service delivery processes, you will be able to do the following:

- Define the content of services clearly
- Define the roles and responsibilities of customers (those who pay for the services), users, and service providers clearly
- Set expectations of service quality, availability, and timeliness
- Sustain User Adoption and Governance

In my years spent working in SharePoint service delivery, I have witnessed and been a part of SharePoint delivery successes and failures. Some of these failures were due to the business not being able to convince their audience of the value of SharePoint solutions; others were due to User Adoption or training strategies not being included as part of providing a SharePoint solution.

The success of any SharePoint solution relies on a successful User Adoption strategy. User Adoption involves a cultural shift because there may be changes to the processes

and procedures that people use when a new SharePoint solution is being provided. And those changes are supposed to improve user productivity and increase return on investment (ROI), or there would be no point in providing the SharePoint solution. However, User Adoption is not simply a technical transition from one system or process into a new system or process. The success of User Adoption is measured by the ability of the users being able to use the replacement comfortably. The replacement system must be governed and supported, meaning that User Adoption, Governance, and support must be sustained throughout the lifetime of the replacement (which is called a *SharePoint solution* in this book).

Successful User Adoption requires a sequenced set of events to work; for example, the creation of a delivery program that encompasses the creation of a SharePoint solution and will include various projects to create a service delivery model: Governance, policy, User Adoption, training, administration, and licensing. Therefore, a phased approach is required.

User Adoption is the key to ROI with SharePoint. Achieving results requires an approach for gaining executive sponsorship and user buy-in. Strong User Adoption goes beyond traditional change management, and you should never underestimate the impact that User Adoption can have on any SharePoint solutions provided.

Essentially, in order for User Adoption to work, you need to consider how SharePoint is going to be provided to the customers. While these are covered in detail in the book, here is a summary of the required points:

- **Carry out customer intelligence.** You must truly define the customer base. Identify the SharePoint sponsor, the stakeholders, and the user audience. Identity what they need and expect from the SharePoint delivery team. Ensure that you can provide a way to measure how the delivery team is doing in meeting customer requirements.
- **Value your SharePoint support services.** The key to delivering great service is people, not the organization. Some SharePoint support services are delivered by empowering their support team to be proactive and be flexible.
- **Understand how customers think.** Part of a method in sustaining User Adoption is to test for the emotional elements of the user experience concerning using SharePoint. Proactively surveying users means plugging into their experiences and resolving issues before the relationship between the customer and those providing the solution to the customer breaks down.
- **Ensure that your SharePoint sponsor believes in SharePoint service delivery.** If the SharePoint sponsor does not believe in service excellence, it won't happen.

The SharePoint sponsor needs to take service delivery seriously.

- **Ensure that User Adoption strategy is aligned with SharePoint support.** SharePoint support excellence is a function of how the organization is designed. Its key elements shape the user experience, and its effectiveness influences the success of User Adoption. This is particularly obvious in the area of customer complaints. How are complaints handled? Are they treated as a priority and sorted according to urgency, or are they chucked in a pile, to be dealt with as and when possible?
- **Make a concrete link to the bottom line.** Good SharePoint service delivery ensures that users who have a great experience are more likely to continue to use SharePoint and more likely to recommend SharePoint to others.
- **Improve services continually.** Sustained User Adoption and Governance come from managing training models, which in turn drives user continuous improvement. Do not settle for a set level of service, even if you think it's good. Even if users are satisfied with service, maybe it could still be improved.
- **Understand that the future will be different.** Technology is changing the way that service is delivered all the time. Failing to grasp the opportunities and threats presented by this inevitability could lead to failure.
- **Learn from your mistakes.** Everybody makes mistakes, but winners learn from them. Advocate a willingness to change and develop your service delivery strategies based on feedback from your users.
- **Make things easier for customers.** Continually use communication channels and User Adoption tactics to identify agile, flexible solutions. Create structured delivery plans so that you do not present unclear pricing, long delivery times, insufficient information, and poor support and service.

Governance provides business ownership

In my last book, *Managing and Implementing Microsoft SharePoint 2010 Projects,* I devoted a chapter to Governance, and it dealt with what methods should be applied to the development, control, and steering of SharePoint so that the platform appears to information workers to be fully managed and has a coherent service strategy.

More Info For more information concerning *Managing and Implementing Microsoft SharePoint 2010 Projects*, visit *http://aka.ms/SP2010Projects/details*.

Over the years, SharePoint Governance has focused on how to manage the SharePoint environment. From a User Adoption perspective, this is critical. Governance underpins the most atomic elements of any business through the creation, management, and enforcement of business rules and policies. Capturing and standardizing the most fundamental of such rules—definitions and their relationships—are necessary for supporting the complex operations of any business. As such, standardization of business rules is a core element of the automated infrastructure of any enterprise. Businesses are challenged with quantifying the ROI of such endeavors in order to make sound, risk-aware business decisions. By using key business experts to understand the concrete benefits of Governance, the organization can understand the costs, benefits, and risks of business rule standardization and has made sound decisions on how to implement the standardization effort.

This book focuses on platform Governance, which defines the rules helping SharePoint solutions scale and grow. This Governance model includes not only the physical makeup of SharePoint and technical management; it includes all facets of SharePoint configuration management, the delivery of SharePoint to meet business performance objectives, and the lifecycle of the SharePoint environment, site, or component.

As discussed in depth in this book, this kind of Governance requires a shift from the perception that IT is responsible for deciding how to make business productivity more efficient. Platform Governance requires the combined strengths of the business and IT to determine the business decisions concerning the administration of SharePoint, a statement of what SharePoint will be used for, and policies concerning service areas of the SharePoint platform.

Who this book is for

Writing a book detailing how to deliver a SharePoint solution is definitely not easy, and I chose not to go into any detail on any particular solution. This is because there are many levels of delivery, ranging from "I only want an evaluation done" to "I want a full-featured SharePoint 2013 presence." The book is aimed at those wishing to deliver any SharePoint solution, whether it is specific site solution or a complete farm solution. Therefore, this book will:

- Be a source of information that will help you implement a SharePoint presence for your organization
- Be a source of forms, procedures that will help your SharePoint project meet and exceed customer expectations and requirements
- Help you create a SharePoint delivery plan
- Help you create a Governance-aligned User Adoption strategy
- Help you create training and communication plans

What this book is not for

This book is not a technical guide to building SharePoint On-Premise environments or Office 365–hosted environments. This book is not a cookbook of development/third-party recipes. Furthermore, this book does not provide step-by-step instructions on how to install or complete tasks by using SharePoint 2013 or provide an in-depth coverage or analysis of the new functions. For that level of detail, consult the following books:

- *Microsoft SharePoint 2013 Plain & Simple,* by Johnathan Lightfoot, Michelle Lopez, and Scott Metker, which is aimed at users who are new to SharePoint.
- *Microsoft SharePoint 2013 Step by Step,* by Olga Londer and Penelope Coventry, which is aimed at new and intermediate SharePoint users.
- *Microsoft SharePoint 2013 Inside Out,* by Darvish Shadravan, Penelope Coventry, Tom Resing, and Christine Wheeler, which is aimed at intermediate and advanced power users (who are also referred to as *citizens* or *consumer developers*). This book is also aimed at project managers, business analysts, and small-business technicians.
- *Microsoft SharePoint 2013 App Development,* by Scot Hillier and Ted Pattison, which is aimed at professional developers.
- *Microsoft SharePoint 2013: Designing and Architecting Solutions,* by Shannon Bray, Miguel Wood, and Patrick Curran, which is aimed at IT architects.

Assumptions about you

At the risk of trying to be all things to all people, I have aimed this book at anybody who is involved with providing SharePoint solutions to users. This book is for those who wish to create a SharePoint delivery program that will encompass User Adoption and Governance, for the delivery manager wishing to deliver a SharePoint solution, for the

business analyst who needs to understand adoption tactics, for an organization in need of understanding what it takes to get SharePoint solutions, for those who are considering a career move into SharePoint, and for those potential and existing SharePoint sponsors who wonder what it means to deliver SharePoint solutions.

However, this is not a book aimed at the technologist. That said, there are some SharePoint 2013 concepts discussed in this book that will be useful to the technical audience. Knowledge of the SharePoint 2013 concepts in this book will help you understand and apply practical techniques, to help you build (or be part of) a cohesive, repeatable, and measurable SharePoint delivery program. Knowledge of SharePoint, while useful, is not a prerequisite; however, be aware that in order to deliver a SharePoint solution, you should know something about SharePoint concepts, some of which are described in this book, or you understand the required skill sets to deliver successful SharePoint solutions (also described in this book).

Organization of this book

This book is intended as a practical guide. The content is largely gleaned from my own experience of many years in IT and SharePoint. A large bulk has come from service delivery in IT and web-based systems, working in support capacities, defining service delivery, User Adoption tactics, and more.

Chapter 1: Aligning organizational goals and requirements

In any organization, workers represent the biggest line-item expense and the most valuable asset. Therefore, providing SharePoint to meet their collaborative challenges and ensuring productivity in using the platform ultimately affect an organization's profitability. This is because worker productivity and potential is measured against the successful delivery of whatever SharePoint solution that is going to be put in place. Aligning organizational goals and requirements for delivering SharePoint solutions is vital. Without doing this, you will not be able to quantify the value that SharePoint brings, and you will not be able to bridge the gap between technology and the business. Understanding your goals and requirements allows you to obtain better insight and perspectives, which will help you and the business to make decisions confidently. This then allows the business to take full advantage of the investment. This chapter will help you learn how to use goal alignment methods, figure out measurable benefits, and create goals. You will also learn about creating a performance review facility using SharePoint.

Chapter 2: Defining the SharePoint solution scope

This chapter explains the steps needed to set up a SharePoint delivery program and how to ensure that you can control the implementation of SharePoint solutions (which are listed as delivery items in the program). Setting up a SharePoint delivery program sets boundaries (called *scopes*) and includes initial investigations of what the delivery will achieve, who is going to do what, the schedule, controls, and managing your SharePoint team and stakeholders in an output known as a *business case*. You will learn how to create a learning and knowledge experience, create the delivery plan, and ensure that quality is defined and measurable for the SharePoint solution.

Chapter 3: Planning SharePoint solution delivery

SharePoint solution delivery is a combination of providing the solution to meet user requirements and ensuring that users can adopt those solutions. This chapter covers the basics of planning solution delivery through plan formation, managing the outputs, and engaging sponsors and stakeholders. You will learn how to set up a SharePoint delivery team, prepare the delivery program plans, create controls, and engage the SharePoint sponsor and stakeholders.

Chapter 4: Preparing SharePoint solution User Adoption

SharePoint User Adoption is all about perception, which involves the ability to map relevant business needs to SharePoint tools, the development of SharePoint champions, communication planning, training, and engaging sponsors and key stakeholders. User Adoption is not about features and technical components. User Adoption is the most critical factor in attaining SharePoint user ROI. It only occurs when SharePoint solutions are delivered in harmony with supporting organizational and behavioral change programs. This chapter will help you learn how to build SharePoint User Adoption strategies and get support from the SharePoint sponsor. You will learn how to build communication plans, create SharePoint sponsors, and standardize business needs. This chapter also goes into detail on the importance of solution ownership, training, SharePoint 2013 social networking features, how to extract value from SharePoint solution delivery, and Bring Your Own Device (BYOD) considerations.

Chapter 5: Planning SharePoint Governance

SharePoint Governance is not a hardware, software, or human resource solution. It is an organizational strategy and methodology for documenting and implementing business rules and policies. It is the act of enforcing the use of policies. By enforcing policies, standards are created, and they are designed to protect the integrity of the SharePoint solution and platform. Governance brings cross-functional teams together to identify data issues that affect the company or organization. This chapter will help you address crucial areas of platform Governance and to use practical techniques to bring Governance to your SharePoint solution delivery program and the SharePoint platform. You will learn how to create a Governance committee and a SharePoint service model. You will learn practical techniques in creating a platform Governance model for SharePoint. Also covered are the requirements for creating rules, policies, and the training model, and how to use web analytics and auditing. You will also understand some considerations for consumerization and learn how to build a SharePoint Statement of Operations.

Chapter 6: SharePoint delivery program considerations

Once a delivery program has been formed to deliver a SharePoint solution, it is important to ensure that key areas concerning SharePoint delivery are understood. Change management is vital because understanding that will help you deliver a solution meeting the required objectives on time and on budget. Managing information and search strategies are the two most important facets of SharePoint, and they must be addressed, as they relate directly to User Adoption and Governance. This chapter helps you understand the implications of provisioning SharePoint in geographically split locations. You will understand the importance of managing change, the importance of information architecture, search, key SharePoint 2013 concepts, and what makes up a SharePoint platform deployment document that describes the SharePoint platform.

Chapter 7: Organizing SharePoint delivery resources

The road to SharePoint success is defined by the people who envision the design, those who create the design blueprint, and those who build the platform based on that blueprint. All of this needs to run like clockwork to meet schedules and budgets. All SharePoint delivery programs are significant undertakings that will require skilled people and material resources to be a success. The kind of solution that you are going to deliver will invariably dictate the kind of resources needed. This chapter describes those resources and their roles, so you can associate them with your delivery program. Topics include an overview of the delivery team so you can understand their roles and the importance of creating the terms of reference for team members.

Chapter 8: Building a SharePoint service delivery model

There is nothing like a smoothly running SharePoint support environment. A high-quality support SharePoint environment helps foster great User Adoption and SharePoint champions. The key concept for sustained User Adoption and Governance comes from customer experience of the service, whose sole objective is to sustain customer satisfaction. That takes place in two ways: on a reactive basis, by solving user problems with provisioned SharePoint solutions; or on a proactive basis, by identifying better ways to improve customer experience. This chapter describes the importance of service delivery, how to create a SharePoint support service, and impacts on service delivery from compliance, legal, and cloud issues. The chapter also describes the importance of resiliency and availability of SharePoint solutions and their effects on service delivery.

Chapter 9: Controlling the delivery program

SharePoint service delivery is not reliant on any particular traditional project planning methodology. That said, the SharePoint delivery manager must have an understanding of planning and control and be able to use SharePoint technical judgment. Controlling the delivery program requires good communication, both within the delivery team and across the organization. This chapter describes key areas of schedule planning, including report delivery and managing costs. In addition, the chapter describes risk and issue management, which is crucial to mitigating the impact of any problems.

Chapter 10: SharePoint customization impacting User Adoption

Delivery of SharePoint solutions includes the understanding of the levels of customization. Technology commoditization is the rule of today's provision of apps to SharePoint 2013. This is the ability of third-party products to be packaged to allow users to deploy ready-made functionality into SharePoint easily, and to do this without developer or administrator interaction. This chapter focuses on the best practices surrounding the processes concerning the delivery of apps, when to decide customization is required, the various developer options, User Adoption impact, Governance impact, and finally the key to sustaining SharePoint support and training and documentation for any customizations. You will learn how to consider when SharePoint should and should not be customized, what kind of resources are required, what the User Adoption and Governance impacts are likely to be, and the documentation required.

Chapter 11: Managing workshops and closing the delivery program

Workshops are extremely useful to any SharePoint delivery program. They act as an instructive process to guarantee SharePoint services. You need to have workshops to ask what the SharePoint sponsor and stakeholders need, and to understand the nature of the business to which the solution will be delivered. This chapter describes what constitutes project closure, who does it, and how it is communicated. The chapter also describes what should be done as the project is closed to ensure a handover of the SharePoint solution to the client.

Chapter 12: Maintaining the solution

You must ensure that User Adoption, Governance, and support service strategies are sustained throughout the lifetime of the SharePoint solution. This chapter will help you understand how to do this. User Adoption is about changing user behavior, Governance is about enforcing business policies and rules, and support is about ensuring excellent service delivery to users and helping maintain user productivity. Therefore, the skills and methods used are not wholly technical or wholly business-oriented. They require a combination of skills and knowledge of how best to apply methods and use the practical techniques described.

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CHAPTER 1

Aligning organizational goals and requirements

In this chapter:

Aligning organizational goals and requirements for delivering Microsoft SharePoint solutions is vital. Without doing this, you will not be able to quantify the value that SharePoint brings, and you will not be able to bridge the gap between technology and the business. Understanding your goals and requirements allows you to obtain better insight and perspectives, which will help you and the business to make confident decisions. This then allows the business to take full advantage of the investment.

Understanding SharePoint goals and requirements

To begin to understand the nature of goal and requirement alignment, you need to understand conceptually how SharePoint is perceived by the business.

If you are responsible for managing a release of SharePoint into an organization, you may well be asked, "What is SharePoint?"

You could respond with: "SharePoint gives people the ability to create and manage data."

However, those who already have SharePoint working in their organization may well describe SharePoint as it relates to what they are doing with it. For example, they may say something like, "SharePoint provides a document management platform," "SharePoint allows us to store and share our stuff," or even "SharePoint provides several applications in our organization."

The problem is the question itself. Instead of asking what SharePoint is, the more important questions are "How can SharePoint solve the information management problem?" or "How can SharePoint solve our collaborative challenges?" If those questions were answered, the objectives of those who are using or contemplating using SharePoint will be exposed, and in turn so will SharePoint's value, return on investment (ROI), and productivity gains.

Through investigating client SharePoint objectives, those first answers can extend further into goals and highlights the value that SharePoint brings.

So, what are those values and goals? And once you are aware of them, how do you expose SharePoint benefits from those values and goals? You start by stating clearly how the benefits that SharePoint brings relate to organizational aspirations for staff information productivity, and then translate those aspirations from goals and values into a business strategy for SharePoint delivery. By doing this, you are seeking to address the organization's collaborative and information management challenges. And as you investigate these challenges further, more goals are realized—brought about, for example, through surveys and workshops with departmental and functional business stakeholders.

You will need to be careful when exposing business goals, because you need to ensure that the related SharePoint benefits are aligned with and provide support for an organization's business strategy. This is critical to business success. The way language is used in stating and implementing the business strategy is very important because information workers need to understand benefits and relate them to their own goals.

Overuse of jargon in any business strategy has the potential to leave people unsure as to why they should use SharePoint at all. Corporate-speak like *out of the box, transformation, tip of the sword,* and *change agent,* interspersed with management terms such as *de-risking, de-leveraging,* and *re-regulating*, leave people feeling, at best, cold and cynical or, at worst, bewildered. The language needs to be focused on collaborative goals (such as "I need to store my stuff and make it accessible"), the goals need to be communicated and recorded, and the feature sets of SharePoint need to be aligned with those goals.

So, to understand the goals, you need to simplify the terminology, without using jargon, in a language that can be understood by all. This is because to implement SharePoint is to implement change, and that change needs to dovetail into a constantly evolving organization.

Note A strategy stating what the workforce should be doing with SharePoint is not enough to ensure the workforce to achieve their goals. Another requirement in a SharePoint implementation and planning process is the development of awareness, learning, and support. These elements allow individuals to ensure that they understand how their productivity goals can be achieved. Those goals can then be aligned with the features of SharePoint along with the strategic direction being applied to SharePoint.

Fundamental to the implementation of SharePoint solution delivery is the understanding of the processes needed to ensure User Adoption and Governance. This is not a technical knowledge requirement. SharePoint is a business platform, not a technology provided through an IT project. Those responsible for delivering SharePoint to information workers need to understand concepts concerning setting goals and the communication and recording of benefits. This is true regardless of SharePoint version or product type. This chapter details Goal Alignment, including how to identify SharePoint benefits to meet goals, measurement methods to test the objectives, and how to factor in demand, price, and costs. This is a vital step in establishing a successful SharePoint provision, leading to Governance, policy, and realizing User Adoption.

Using Goal Alignment methods

Before explaining the purpose of SharePoint Goal Alignment, I would like to describe a situation that relates to how I managed to create it.

The example I'm describing comes from the days of SharePoint 2003. I was on the team whose task was to implement SharePoint 2003 in a large organization with a 5,000+ user base spread over 20 locations. In those days, sending paper over modems (faxing) was part and parcel of the communication landscape. The sponsor (management) was insistent that the platform get implemented as quickly as possible. I was eager to engage and get some traction from the related stakeholders (all 10 of them). So, as part of implementation planning process, I needed to communicate the organization's intention of applying SharePoint to those stakeholders.

Unfortunately for me, the decision to take on SharePoint had not been communicated to the stakeholders by the sponsor. Therefore, there was little to no awareness of a corporate intention to implement the platform. To ensure that all stakeholders were on board, I quickly created workshops aiming to describe a strategic direction, explaining features geared in that direction, and "splitting" the strategic direction into manageable chunks.

Workshops provide a great method of gathering information concerning what the stakeholders wish to achieve. They will give you chances to map those requirements to the sponsors' vision of the platform. This should be an iterative process of goal setting and stakeholder management.

The reality is that the process of setting goals in SharePoint is quite similar to how any goals (even personal goals) are set. The only differences are the types of goals and the organization. SharePoint goals are related to solving collaborative and information challenges within that

organization; for example, identifying problems with managing documents and choosing what tools are being used to solve those problems. Solving information challenges using SharePoint solutions will improve both staff productivity and morale.

Here are some examples of key challenges that require a goal, many of which you may recognize:

- "I want to be able to organize content; the problems I have are when I want to find a status report, I spend so much time trying to locate it. I search my desktop, network folder, documents folder, USB stick, and eventually find it in email."
- "I want to be able to find content; the problem I have is that often the report I want to locate is not the right one, and I don't know who wrote the report, or even when I do find the report, I have problems trying to find out who owns the report!"
- "I want to be able to store content; the problem I have is that the report I want to store needs to be classified; the report I want to store needs to be secured; the report I want to store needs to be approved."
- "I want to be able to access my report from home; the report needs to be available from another country."
- "I want to be able to email my report."

The goal with each of these challenges is to address each troublesome process with a solution that provides a productivity benefit to the client. You need to make sure that each solution aligns with the client's aspirations concerning staff productivity and management of information. You will find that some of these challenges overlap; however, the purpose of Goal Alignment is to connect all the benefits exposed from the solutions of each challenge to organizational goals and aspirations.

In setting personal goals, for example, the process of alignment is the same. Regardless of whether your goal is to earn a university degree, get a better job, start a business, buy a home, or lose weight, the process is actually not that different from aligning goals in SharePoint. For SharePoint goals, very much like personal goals, are set to be consistent with an individual's or organization's values. You establish the true identity and standards of benefits related to those goals, which leads to Governance. You then set service delivery standards, which through management inspires motivation, improves productivity, and realizes ROI.

Although the process of investigating and realizing goals is pretty much standard, the actual goals in each organization will be different in terms of how they will be achieved. SharePoint is simply a tool to solve information and collaborative challenges. To do this, you will require assistance to identify the goals and help people adopt SharePoint.

Note Deploying SharePoint technology is not going to solve the business problem by itself. Behavioral changes need to accompany it. It is just one part of a SharePoint delivery program that also includes communication and training. Both are key aspects of User Adoption. In Chapter 4, "Preparing SharePoint Solution User Adoption," you will learn how to use methods aimed at getting users excited about using the SharePoint solution. Doing this builds the required momentum to drive the kind of change that leads to success.

In adopting SharePoint, organizations will need to (and want to) set ambitious goals. However, one of the main problems faced by organizations is not in setting these goals, but cascading them to information workers. You will need to guide information workers so that they are able to translate and internalize the organization's goals as their own. Remember that if you do this well, motivation will increase and User Adoption will be easier to attain because information workers will have higher clarity, confidence, and conviction about achieving organizational goals and objectives.

Goal Alignment stems from the executive level and trickles down to the information workers. You must include the following in this process:

- Translate organization goals into their personal goals and objectives.
- Ensure that all participants experience higher confidence and conviction about achieving organization objectives.
- Strive to make everyone achieve greater clarity about the business's goals and each person's contribution toward making that happen.
- Get information workers to take ownership in creating and building on their current competence to achieve organizational goals.
- Formulate practical action plans to achieve business results.
- Strive to achieve a higher level of motivation, trust, and loyalty toward the team, management, and organization.

Goal Alignment is an iterative process. I had to map requirements at a high level for the platform, and then refine them as I continued to work on the more detailed aspect of each goal. I urge you to use these methods when you're trying to understand what the client and stakeholders require. This will also help you with the following:

- Making decisions based on the strategic direction of SharePoint
- Resolving disagreements between stakeholders concerning the organizational goals of SharePoint

Goal Alignment is vital before, during, and after SharePoint implementation because the success of SharePoint depends on users understanding the platform and their ability to use the SharePoint solution being implemented.

Therefore, if every person has a very clear understanding of how his or her specific role in the use of SharePoint helps achieve the business mission, vision values, and goals, it almost instantly gives that individual a sense of purpose that is really powerful. Having a SharePoint solution that meets user requirements empowers users and provides measured productivity gains. Individuals will get the sense that they are contributing to something bigger than themselves. The tasks they achieve using SharePoint solutions will help the company grow, succeed, and improve productivity, profitability, and performance.

Creating measurable benefits

In order to prove the viability of implementing a SharePoint solution, you need to show that when the users employ the solution, benefits result that can be measured.

More Info The key benefits of SharePoint 2013 are defined by Microsoft as "share," "organize," "discover," and "build." These terms are described further in Table 4-7 in Chapter 4. They are also described at *http://sharepoint.microsoft.com/en-us/preview/sharepoint-benefits.aspx*.

You should never communicate SharePoint benefits as just a collection of statements that can be perceived as not being related to the evolving nature of the business. You must clarify each SharePoint benefit with stakeholders, and then record each goal that relates to that benefit. This means that the client and those who are implementing SharePoint fully understand the outcome, which can be measured. This information is recorded in the SharePoint business plan. The SharePoint business plan describes what SharePoint is in non-technical terms, as well as how the implementation of the platform will meet the business objectives.

Obtaining benefits is the sole reason for undertaking any SharePoint solution program. If there are no benefits, then there should be no program. It is for this reason that the role of SharePoint Sponsor is vital. The SharePoint sponsor will help you identify the benefits and together you will be able to glue those to SharePoint features which will make up the SharePoint solution.

Scenario 1: Fabrikam is a sales company that's been using SharePoint for one year. Most of the company's workers believe that they are competent SharePoint users. They include a small team made up of business members who own certain key sites covering functional areas of the company. This group is known as the stewards of the day-to-day SharePoint business management. One of the business members of this team wishes to propose a new piece of metadata to store information, but she wants it to be made globally available. The benefit of this piece is discussed at length, and an investigation ascertains that there would be great demand for it. A proposal is written explaining more about the new metadata, the business process under which it would be used, adoption planning, and any mitigated risks. A testing platform is provided with the new functionality in place, and the business members (with additional support from staff members) test and write a report on the business process to accompany the use of the new metadata and the choice of which sites they initially appear in. Finally, the business proposal, along with the benefits and drivers are demonstrated, agreed upon, and then released to production.

This scenario gives a clear indication that business benefits and drivers were realized, and more important, agreed to as a legitimate requirement. Note that I have not included things like whether the solution can be supported or "managed." These are important, of course, but first you need to investigate and identify the benefits that the new metadata would add. There are conditions to this which will define other benefits related to support, resource management, and more. Investigating the requirement will deliver the true value of the solution, and therefore whether effort and resource is warranted in its delivery.

Important If there is a rush to provide a SharePoint solution without first developing a plan, then there is no point in providing that solution.

Ensuring that a SharePoint delivery program is legitimate

To be legitimate, the SharePoint delivery program must achieve at least one of the following objectives:

- Maintain or increase profitable revenue to the business, now or in the future
- Maintain or reduce the operating costs of the business, now or in the future
- Maintain or reduce the amount of money tied up within the business, now or in the future
- Support or provide a solution to a necessary or externally imposed constraint

In short, benefits are about making more money, using existing resources and assets more efficiently, and staying in business. The preceding scenario's benefits show that it meets at least the fourth condition. Drivers are frequently defined by words such as *growth, efficiency, protection,* and *demand,* which reflect the company focus at any point in time.

Note that the first three conditions relate to the net cash flow into the business. Money is without question the key measure of commercial performance, and it includes measurement of revenue, out-payments to contractors, and other elements of running the organization. There are costs to implementing anything in SharePoint, including the fact that extra support of a new internally provided solution using built-in SharePoint features is required, or an extra cost in using external development in terms of customizing SharePoint.

The fourth condition in the previous list is often referred to as a "must-do" project. Nevertheless, it is essential that you fully record financials to determine the lowest cost, highest value, and approach to fulfilling the need. This cost can be placed in the context of the organization as a whole to determine whether the affected part of the organization or the entire organization can afford the change.

Understanding tangible and intangible benefits

Benefits fall into two categories:

- **Tangible** This type of benefit can be stated in quantitative terms.
- **Intangible** This type of benefit should be stated in detail as much as possible, but it usually cannot be expressed in concrete terms.

Whenever possible, you should ensure that benefits are tangible and clearly articulated. Tangible benefits may be either measured in financial or in non-financial terms.

Financial benefits describe the organizational objectives in terms of the following:

- Revenue
- Contribution
- Profit enhancement
- Savings in operating costs or working capital

Non-financial benefits describe the value added to the organization that is directly attributable to the project, but they cannot be described in financial terms.

As previously stated, you should ensure that benefits are as tangible and measurable as possible. Here are some examples of the types of measurements you can include:

- **Operational Performance Measures,** such as using monitoring statistics to identify search, tagging, and rating patterns. Benefits include knowledge of document management trends, sharing of content, and connecting with people.
- **Process Performance Measures,** such as the creation of a workflow solution to enhance and/or replace business processes.
- **Customer Satisfaction Measures,** such as a company-wide survey created with SharePoint, communication exercises using, for example, the SharePoint 2013 Community Site Template, the creation of training facilities using SharePoint, and the delivery of educational classroom-based training for Microsoft Office 365 in a college or university.
- **Key Performance Indicators (KPIs),** such as the delivery of SharePoint and/or PerformancePoint KPIs to show goal-based information harvested from various locations and data sources to dashboards in one site.

You should query why the organization should spend resources addressing any particular measure or indicator. If a proposed SharePoint solution will not help achieve any of the four conditions listed in the "Ensuring that a SharePoint delivery program is legitimate" section earlier in this chapter, you should seriously consider dropping the project. On the other hand, if the delivery program is legitimate, then for each tangible benefit, you should increase the service quality in SharePoint, which in turn could help a company retain and/or increase the number of internal and/or external customers

and financial benefits. Also, increasing service quality may help the organization meet its license obligations, for example. There needs to be a justification for any assumptions, even if the calculation of financial effect is somewhat tenuous.

Measuring SharePoint benefits

Quantitative benefits involving cost can be measured at the corporate level by the relevant SharePoint sponsors, but they cannot always be measured directly for individual SharePoint solutions in a SharePoint project. However, there are other ways to measure these benefits, including the surrogate measurement and higher-level measurement methods described next.

Surrogate measurement

You use a surrogate measurement in situations where it will not always be possible to measure value in the implementation of a SharePoint solution. Consider using an alternative measure that has a known relationship to profit. Revenue and margin may be such measures; and even measures such as numbers of customers, churn, and percent utilization. When trying to measure the business benefit of a site, as given previously in Scenario 1, and when the ideal metrics really are too difficult to collect, you should find a surrogate measurement that will give an approximation. For example, if you cannot directly measure the business value delivered from the use of a SharePoint site, you can at least survey the customers for their perceptions of the site. Using a SharePoint survey component is perfect for this, as you can then also ask questions directly about the components being delivered on the site.

Higher-level measurement

A higher-level measurement should be used when it is not always possible to relate an increase in demand for a SharePoint service, particularly if there is a planned or recent enhancement to that service. For example, in a case where an existing SharePoint environment uses a key third-party component that needs to be upgraded, and there is a requirement to identify the increase in demand.

In such cases, you should consider tying the SharePoint delivery program to a higher-level business program, where the benefits can be measured. An example where one would measure at a higher level is whether an enhancement to a product is tracked at product level, rather than by individual sites and initiatives. Those would be included in the project plan whose objective is to enhance that service. The following quote is an example of a statement coming from the use of a higher-level measurement method.

> *SharePoint projects are coming in at approximately 50 percent of the overall cost of traditional enterprise content management (ECM) systems . . . SharePoint's benefits go beyond the cost savings associated with reducing software licenses.*
>
> *Russell Stalters, director, Information and Data Management at British Petroleum*

Setting conditions for SharePoint delivery program satisfaction

Even if you have difficulties with the measurement methods described previously, you should ensure that every SharePoint delivery program you undertake has a recognizable method for demonstrating whether it has been a success and met stakeholder goals. Conditions for satisfaction are used to supplement benefits measures. To create these conditions, you should use the S.M.A.R.T. method, as described in the "Creating SharePoint S.M.A.R.T. goals" section later in this chapter.

Forecasting User Adoption benefits

To guarantee, increase, and prove User Adoption benefits, you should prepare an initial estimate of the benefits (and costs). You do this because you need to provide a proposal for a SharePoint solution to give the relevant stakeholders reasons why they should use the solution. In the following stage, called Feasibility and Definition, the estimates should be turned into firm forecasts and be agreed to by the Project Sponsor.

Note The business case for SharePoint should address savings and risk mitigation. They should also explain the benefits of the product's rich functionality and its broad user support. These are distinct selling points for SharePoint.

Forecasts serve two purposes:

- They enable evaluation of a SharePoint project against other projects or proposed investments, and allow proposed changes to the project to be assessed.
- They provide information against which the post-launch performance of the project can be measured.

The overall financial benefit to an organization wishing to deliver a SharePoint solution is the product of demand and price, minus the costs. This is the basis for justifying any solution, whether they relate to the development of components to address SharePoint functionality, the addition of a second server to an existing SharePoint farm, or an improvement to a built-in SharePoint feature in SharePoint. It is important that you keep in mind the overall picture (client vision and strategy) to make sure that no projects get created that merely suboptimize a part of the business, creating little overall benefit. To help you understand this further, examine the following scenario.

Scenario 2: Fabrikam has now implemented SharePoint. One department was used as an early adopter, and it has already begun using a SharePoint site. It now wishes to display dashboards on its site and has requested the use of PerformancePoint and Microsoft Access. However, other key departments in the organization have some SharePoint knowledge and still need to be trained; they are relatively new to SharePoint. Also, Fabrikam SharePoint support services do not have good knowledge of PerformancePoint and Microsoft Access SharePoint features.

In this scenario, one would argue that there would be little point in delivering PerformancePoint and Access services because the overall demand could decrease, but costs to support could be higher,

and the user-base count required to achieve organizational productivity (which is to increase User Adoption of SharePoint across the organization) may never be realized. The scenario has not given any justification for PerformancePoint or Access services. It could be that the implementation of such services will decrease costs and increase productivity. Although the implementation of PerformancePoint and Access services may not be costly from a technical perspective, the impact on support, training, and User Adoption could be significant. Wise judgment is needed to ensure that priorities are service delivery (support, management) and User Adoption; however, if the requirements are to be fulfilled, it is also important to deal with the impacts and risks of service delivery.

That said, bear in mind that dashboards are a fundamental component of any performance management solution. You should consider using PerformancePoint Services, which provides a set of tools and services for building highly interactive dashboard experiences that can help organizations of all sizes monitor and analyze their performance.

More Info For more information concerning PerformancePoint 2013, visit *http://msdn.microsoft.com/en-us/library/ee559635%28v=office.15%29.aspx*. For information about PerformancePoint 2010, visit *http://msdn.microsoft.com/en-us/sql10r2byfbi-trainingcourse_sql10r2byfbi08_unit.aspx*.

Estimating demand for your SharePoint solution

To gauge User Adoption for any SharePoint service, you make estimates of the demand for that service. Quantitative measures are essential for analyzing opportunities to use SharePoint, whether they are on-premises or off-premises using SharePoint Online in Office 365. Quantitative measures include marketing, training, sizing the infrastructure needed, and assessing resource needs.

In the context of identifying business benefits for SharePoint, demand is simply based on volume. To determine this, you must answer such questions as how many individuals will be using the solution? What will the performance hit on the SharePoint infrastructure be? What is the demand on the level of support required to manage the solution?

Every SharePoint solution goes through an initial investigation to identify the demand for the service. This needs to be done in broad terms only. Where possible, focus on people's experience with similar products. Consider the demand statement in the following scenario.

Scenario 3: Fabrikam wishes to replace its document management system (DMS) with SharePoint. There is an understanding that at least half the organization accesses the current DMS directly on a day-to-day basis; the others perceive the service as the core tool for managing data.

To gauge demand in this scenario, a feasibility study would be based on techniques such as the following:

- **Expert opinion** There may be current users of the current DMS who have good working knowledge of its effectiveness, performance, support, and other features. Those people would

be interviewed. In addition, SharePoint technical experts are asked their opinions about any integration and/or migration possibilities between DMS and SharePoint.

- **Panels** Key stakeholders in the organization are surveyed to identify problems with the current DMS.
- **Market research** Information is provided about the SharePoint document management capability, including newsworthy information concerning DMS and its use in other companies, and whether those companies have adopted SharePoint (and the reasons behind that decision).
- **Pilot studies** SharePoint test environments are created to allow those involved to try SharePoint document management features under guidance and observation.
- **Competitor experience** Investigations are carried out to identify whether there are any products other than SharePoint whose required functionality is more effective in terms of support. In addition, the issue of whether their support for SharePoint integration is available and supportable by the organization is explored.

Tip Panels are extremely useful in brainstorming, even forum meetings. Both are suitable for low-risk projects. These panels must be made of representatives of those who will use the solution and those representing the SharePoint platform.

Estimating demand for your SharePoint solution is a significant task. You should identify people to help you do this, and the SharePoint sponsor can advise you on the kind of resources available to you.

There are many examples where you need to estimate demand for a SharePoint solution including the following:

- The organization has little relevant experience and needs further assistance (such as organizations that require a structured delivery approach).
- The SharePoint project seeks to obtain competitive advantage through differentiation or innovation. This is particularly true for organizations that want to use Office 365 SharePoint as a public website.
- There are rapidly changing market circumstances. This means that solutions created need to adapt easily. In addition, there needs to be flexible design capabilities in the product.
- You need a second opinion to check assumptions. As pointed out earlier, the importance of getting assistance to implement any SharePoint solution cannot be understated. Getting confirmation from experts in the field is vitally important and is extremely useful to back up a business case.
- You need help to achieve a consensus where stakeholders disagree. Chapter 2, "Defining the SharePoint solution scope," details a number of methods you can use to engage the

stakeholders. Also, you need to ensure that all stakeholders understand the nature of the client's vision of and aspirations for SharePoint.

- You want to promote SharePoint. Doing research concerning the key benefits of SharePoint generically, and then applying those benefits to organizational and information workers goals, are key ingredients in designing any solution. Again, this requires help from experienced SharePoint users.

Once the basic demand is understood, you should model the solution to determine the size of the platform infrastructure required to support the solution. For example, there is no point in releasing a solution on the organization's SharePoint production platform if information workers are dealing with webpages that take five minutes to display because the solution is hogging SharePoint infrastructure resources. The following scenario gives an example of what happens if you do not model the solutions infrastructure requirements.

Scenario 4: Fabrikam requires a business process workflow that will inform specific individuals when to check sales details on a SharePoint site. After investigation, a solution is created by a third-party company on its platform. Fabrikam has little experience in SharePoint platform management; the firm has only a production environment available, and there's no way to test the solution. The third-party organization suggests testing with its equipment, but the infrastructure it uses is better than Fabrikam's, and the test group is only a fraction of the number of information workers that will use the solution. A test is performed that successfully meets the requirement, and the solution is released to production, whereupon there are immediate problems. Fabrikam's entire SharePoint platform performance falls precipitously, information workers complain of being inundated by emails from the new solution, and the information workers originally assigned to use the product find the solution far too slow.

You can guess what happened to the solution after that, including the impact both from a User Adoption perspective and a risk management perspective. The rule of thumb when gauging demand is to model the solution on the actual infrastructure, with the actual information workers.

Pricing

All SharePoint solutions cost money regardless of configuration. In terms of ensuring that the program is legitimate, pricing must be considered, and the organization made fully aware of all the costs required to deliver the program.

For a short-duration program that is well understood and where competitor reaction will not affect prices, you should use price projections—the more you do this, the more experience you will gain. You must make sure that your pricing projections take account of the following:

- **Commercial objectives** The overall SharePoint strategy should relate to the needs of the solution. Commercial objectives could relate to organizational positioning; for example, if the organization has global offices, then you need to identify alternatives for SharePoint provision in those offices. Doing so will increase costs like infrastructure and support, but it also improves performance and regional resilience.

- **On-premises versus off-premises** SharePoint On-Premise costs include licensing and any additional costs concerning support, installation, and maintenance. SharePoint Off-Premise (also known as SharePoint Online, part of Office 365) is where SharePoint is provisioned; SharePoint needs a simple configuration, and the cost for support is vastly reduced. This is further discussed in the "Features" section of Chapter 2, and in the "Understand On-Premise and Off-Premise" section of Chapter 8, "Building a SharePoint service delivery model."
- **Pricing strategy** This fully depends on the scope of the SharePoint environment, its type, and the solutions that are in place or are going to be in place. Adding third-party solutions could charge on a server-by-server basis (for example, software provided is charged per web front-end server). Other third-party solutions charge on a rolling scale based on the number of customers using the SharePoint farm.
- **Customer charging policy** To claw back costs and charges for storage, SharePoint features like quota can help. Note that in the early stages of SharePoint On-Premise in an organization, there is no sense in charging customers for SharePoint; however, charging for site use could work for existing SharePoint farms where platform Governance is being further developed. Quota can help enhance platform Governance even further. For example, you could investigate charging per gigabyte for using SharePoint online in Office 365.

More Info For more information about SharePoint pricing and licensing details, visit *http://sharepoint.microsoft.com/en-us/buy/Pages/Licensing-Details.aspx*. For Office 365 pricing details, visit *http://www.microsoft.com/en-us/office365/compare-plans.aspx*.

Estimating costs

When figuring out what a solution costs, you must include any cost that increases as a direct result of the resources required to deliver the SharePoint solution, including the following:

- **Service delivery costs** SharePoint support services cost money. People will use the SharePoint solution only if the service provided is considered to be "good." That means that SharePoint needs to be managed, which will require money and resources. Those costs will increase based on the complexity of the SharePoint environment, combined with the skill sets of those who manage the platform. Those costs will require justification. The support provision will need to be measured to ascertain the value of the service being provided.
- **Operational costs** These are infrastructure-related, material costs. An On-Premise SharePoint platform costs money because that environment is made of servers. These costs also include software, licensing, and annual support. In addition, there could be costs associated with storage (for example, where disk storage is charged back to the business unit based on the quota applied to their SharePoint sites).

Justifying these costs is vital. Higher costs will ensue if there is little Governance applied to SharePoint, as will costs for wasting staff time if, for example, the platform performance is slow or has not been adequately configured (for Search, for example). There is no point whatsoever in choosing a

cheap option for SharePoint adoption if there will be a detrimental impact to the ongoing support of that SharePoint provision.

Creating SharePoint S.M.A.R.T. goals

To align individual and company goals, you should consider using the S.M.A.R.T. methodology. S.M.A.R.T. goal setting is a very effective method of producing peak-level performance by motivating and increasing stakeholder engagement; which in turn increases User Adoption. S.M.A.R.T. (the name is derived from the initial letters of each of the following points) is a widely recognized process with these characteristics:

- **Specific** The specific goals should address the five Ws (Who, What, Where, Why, and When).
- **Measurable** Technologies play a tremendous role in helping define the progress of goal execution, and they need to be able to establish concrete criteria for establishing the exact proportion of a goal that has been realized.
- **Attainable** Realistic goals motivate the SharePoint team, as well as anyone using the solutions created by the SharePoint team. Overly ambitious goals on the other hand, do the opposite.
- **Relevant** Goals must be relevant. They must have clarity of definition to be accepted and understood by all participants.
- **Time-Based** Goals must have a clear, objective time frame.

Specifically, you ensure that goals are specific and measurable, and make sure they are compatible. For example, when creating a SharePoint solution that is going to be used across an organization, you would compare information and collaborative goals from each of the relevant functions in the organization for compatibility and alignment. For example, sales goals should be compatible with operations, finance with HR, quality assurance with manufacturing, and so on. To carry this out, you could use results from user requirements investigations gathered for each function, then compare goals to identify ones align. From there, you focus on those goals, identifying what SharePoint tools, components, and features are relevant. Note that the organization will continue to move rapidly, so ensure that the goals you are collecting are at a sufficiently high level so that alterations in the way the function operates do not affect the goals.

Goals must be unambiguous and articulated clearly. They must state exactly what needs to be achieved, and in what time frame.

Here's an example of a badly written goal:

"I am going to try to deliver SharePoint search."

It is badly written for the following reasons:

- It's not specific.
- It's not measurable.

- It's not time-bound.
- There is no indication that someone is going to deliver SharePoint Search by a specific date.
- There is no way of telling whether or when the goal is going to be achieved.

Now, here is an example of a well-written goal:

"I am going to optimize SharePoint Search by providing a Query Rules solution to enable Promoted Results by the end of December."

It includes all the attributes of a S.M.A.R.T. goal:

- The goal is specific. It relates to a facet of Search.
- The goal is measurable. Either it can be achieved or it can't.
- That goal can be agreed to by the relevant stakeholder(s).
- The goal is realistic. Providing Search includes a vast number of facets—Promoted Results is just one of those.
- The goal is time-bound. Promoted Results will be provided by the end of December.

Note Query Rules is a feature in SharePoint 2013 that allows you to manage search keywords, which enables Search Result promotion. For more information on this, go to *http://technet.microsoft.com/en-us/library/jj219620.aspx*.

You must make sure that the goals that the SharePoint solution is aimed at are clear and unambiguous. Poorly written goals use indefinite words like *try, could, should, possibly, hope, attempt, probably, might,* and *maybe.*

Here is a real-life example of a goal statement by a client. His company had SharePoint deployed but was experiencing problems with getting people to use it:

"We hope that SharePoint will probably be used a lot more by the end of the year..."

I pointed out to the client that this goal was not specific enough because it did not detail what to do to accomplish it. Instead of saying "by the end of the year," which is not a time-bound statement, I suggested that they pick a date.

Tip Creating SharePoint solution goals can be daunting. To help you with this, consider using or becoming a SharePoint business strategist. Morgan and Wolfe is a unique global Microsoft partner that specializes in SharePoint business strategy using the Sequenced And Logical Enterprise Methodology (SALEM™) process. The company has consulted with and advised numerous global corporations, providing leadership. The SALEM process helps organizations define strategy and organizational goals for SharePoint adoption, including instruction on associated technologies. Visit *http://thesharepointstrategist.com/* for more information.

Understanding Goal Alignment and the importance of User Adoption

Goal Alignment and User Adoption are bound together. Using SharePoint can meet whatever collaborative challenges are based on user requirements; however, you must ensure that whatever objective that needs to be met has "value." In Chapter 4, you will learn how to apply Value Management methods to give a measurement of SharePoint "value."

The following scenario focuses on how SharePoint can help you achieve Goal Alignment.

Scenario 5: Fabrikam is a sales company dealing in coffee products and is already using several SharePoint solutions. It is currently using SharePoint 2010, planning to improve its main internal publishing portals, and to include numerous features like FAST Search, with a possibility of extending Governance methodologies by implementing specific products. There is a question of whether there is value to go down this route, when the release of SharePoint 2013 is imminent. Is it better to simply upgrade to the newest version rather than trying to improve the existing SharePoint 2010 platform?

The organization is already using SharePoint 2010. This means that its information workers are probably a combination of people who are used to using SharePoint 2010 and users who are new to the platform. In addition, the company wants to improve its current platform and add more functionality.

Fabrikam's goals are pretty clear: increase the productivity of the current platform by exposing users to more features. Crucially though, they also want to look at Governance, which still requires work.

Since User Adoption of SharePoint is crucial, the answer to this would be to approach any upgrade as a separated program. Two key reasons for this are as follows:

- User Adoption means "business change," and therefore it creates a cultural shift.
- Training and Governance in the current version would ease the transition into SharePoint 2013.

Hence, for this example, Goal Alignment is based on helping the User Adoption plan focus on training and orientation, because that effort will help with the next major project planning into implementing SharePoint 2013.

Understanding the importance of a performance review site

To design, build, and deliver operations (and management), the SharePoint solution needs skilled individuals representing technical, stakeholder, coordination, and management interests. This team would be spearheaded by a business sponsor and stakeholder group. A SharePoint-savvy project manager will be assigned, who could be a SCRUM master, a service delivery director, or a program manager. Documentation control and management of any deliverables are extremely important. Everything needs to be centrally stored, secured, and accessible to the delivery team.

There is no better place to create repositories to store this information than SharePoint. This is a good way to introduce the business members of the SharePoint solution delivery team to SharePoint. Crucially, this also allows key stakeholders to understand the concept of using SharePoint, even if all they are doing is accessing the information from a link. You should indicate the following to business members of the delivery team when showing them SharePoint:

- SharePoint 2010 includes the ability for repositories to be created and managed, such as project tasks, an issue tracking list, and a task list. In addition, there are workflows that can be configured to work with those components.
- SharePoint 2013 includes all SharePoint 2010 features, and much more functionality concerning project management sites. SharePoint 2013 also has several new features, such as Review Workflows for managing project proposals and Project Web App connectivity. The Project Web App provides lists that include Project Issues, Project Risks, and Project Deliverables.

Tip The Project Web App also synchronizes with Microsoft Project 2013. For more information about Project 2013 and SharePoint integration, visit *http://technet.microsoft.com/en-us/sharepoint/fp123606.aspx*.

Summary

This chapter focuses on the preliminary work that you need to do to develop a program that implements SharePoint solutions. Key points include:

- Goal Alignment is crucial to ensure that corporate goals dovetail into information worker goals and vice versa.
- SharePoint business benefits should be measured against a known baseline.
- Make SharePoint business benefits tangible wherever possible.
- Place those SharePoint business benefits into the wider organizational context.
- Identify unwanted side effects from your SharePoint projects. Optimizing one part of the organization for implementing SharePoint solutions may not be best for the company as a whole.

The establishment of these goals and organizational alignment sets the stage for determining the scope of the SharePoint solution, as described in subsequent chapters. You will also learn about the process of establishing scopes for delivery of solutions, and the various features of SharePoint 2010, SharePoint 2013, and Office 365.

CHAPTER 3

Planning SharePoint solution delivery

In this chapter:

Microsoft SharePoint 2013 provides an incredible number of benefits that can empower business users, enabling them to collaborate; tag, rate, and publish content; and track tasks. Even with all this technical capability, none of it will be meaningful to users unless there are plans set to design, implement, and communicate training to users. SharePoint solution delivery is a combination of providing the solution to meet user requirements, and then ensuring that users can adopt those solutions. This chapter covers the basics of planning solution delivery through plan formation, managing outputs, and engaging sponsors and stakeholders.

Providing a SharePoint solution is not something that can be achieved by one person. You will need to build a solution delivery team to design and implement the solution. The structure of the delivery team very much depends on the solution scope, the solution's complexity (technical implementation and business User Adoption), and how the solution fits into the SharePoint environment (including the support and maintenance of that solution going forward). The kind of human resources required for implementing the solution to an on-premises SharePoint environment will be different from off-premises SharePoint. SharePoint Online, through Microsoft Office 365 off-premises solutions, is implemented in a Software as a Solution (SaaS) environment. This represents a shift from traditional on-premises software solutions.

With SharePoint on-premises, solution implementations usually involve internal technical staff being involved because they govern the internal SharePoint platform under which the solution would operate. There would be technical and security-related policies concerning how any solution is deployed. This also relates even to SharePoint off-premises environments that are Platform as a Service (PAAS), where the environment is available in the cloud but still managed by a SharePoint team.

Delivery of SharePoint to an organization is based on meeting the organization's information and collaborative challenges. Here are several actions that will be requested:

- Creation of a SharePoint Farm
- Creation of a Web Service
- Implementation of an off-the-shelf app (including customization)
- Implementation of an off-the-shelf app (not including customization)
- Implementation of an SharePoint built-in app
- Implementation of a third-party tool (to provide extra functionality to SharePoint)

No single person can deliver any of these solutions. Implementation of SharePoint is not simply a technical installation—it requires business and technical teams to work together. Therefore, a team that offers various types of people skills will be required to help implement and support the solution. Chapter 7, "Organizing the Delivery Team," describes the roles required to deliver a SharePoint solution delivery program. In Chapter 8, "Building a SharePoint service delivery model," the "Build in support to aid service delivery" section provides more information on the roles required to support the solution.

Therefore, to analyze, design, build, test, and deliver a SharePoint delivery program, you will need to put together a SharePoint delivery team. Let's now examine in greater detail how to do this.

Setting up a SharePoint delivery team

As previously stated, SharePoint solutions are limited only by the imagination of their creators. They can be designed and implemented using SharePoint on-premises or off-premises. However, the construction of the delivery teams differs depending on the desired result. Regardless of the kind of solution implemented, there are support requirements to consider, which then increase the team size required (because this may include internal teams, external teams, or both). Consider using external providers who can help build your SharePoint delivery team. Table 3-1 describes the types of providers and their offerings.

TABLE 3-1 Types of services to deliver and support SharePoint solutions

Offering Type	Description
Consulting services	Paid on the basis of what you want them to tell you. Examples include strategy, development, configuration, and auditing.
Professional services	Paid on the basis of what you want them to do. Examples include SharePoint training, installation, and support.
Managed services	Paid to manage entire environments. Examples include back-end monitoring to resolution of Office 365 environments, back-end administration on-premises SharePoint, Administration, and so on.
Outsourcing services	Paid to operate specific parts of the environment. Examples include third-party solutions that are integrated into SharePoint.

Organizations may simply want guidance or perspectives concerning SharePoint or best practices and may be looking for consulting services as well. Others may want to apply a consultant's expertise to specific objectives, and that is where consulting blends into professional services. Extending the train of thought even further, where the organization wants very limited involvement and is looking for a vendor to own and provide the full service, managed or outsourcing services typically are engaged.

The reason that these concepts are important lies in the way that they relate to the proximity of the solution to the organization. If, for example, the organization is just procuring an off-the-shelf solution, for example, then they typically would need basic support and training services. On the other hand, if an Office 365 environment is being provided as a managed service, the organization would ask the vendor to manage the entire environment from a support perspective and have very little involvement with the product itself.

The size and complexity of the solution being delivered will also identity the size and skill sets required to deliver the solution. A solution could be as simple as implementing a Microsoft Access packaged app solution from the Office Store, or as complex as delivering customized apps or full-blown SharePoint environments.

Note Consider using consulting services to help you deliver the solution. No one is a SharePoint superhero; do not expect your IT teams to have all the answers.

There are three types of SharePoint solution delivery teams:

- **Short-term** This kind of delivery team is established only for the duration of the delivery. This could be a consulting service, or members of an existing SharePoint team (where the solution delivery is non-complex).
- **Cross-functional** This kind of delivery team provides necessary skill mixes. For example, in the delivery of an on-premises SharePoint farm, resources may be required from other parts

of the organization, which are responsible for support parts of the technical infrastructure. Examples of this include Microsoft SQL Server teams, network teams, and platform-building teams. Also, you should consider that in most deliveries, individuals are required to represent the business to provide guidance on user requirements; they are also part of the delivery team because they provide skills relevant to understanding and defining business requirements. Most delivery teams for SharePoint are cross-functional.

- **Frequently part-time** This kind of delivery includes members who are fulfilling line and delivery tasks.

Bearing this in mind, it is essential that from the very start you fill the key delivery roles (business sponsor, and delivery manager). See Figure 3-1 for an example of hierarchy of roles.

Note You do not have to use the job titles "business sponsor" and "delivery manager," so long as the roles are fully understood across the delivery team.

Many of the team members are likely to be part-time or have other daily duties to attend to, so get their line manager to agree what their commitment is and how changes to that commitment should be handled. The line managers may wish to, or be asked to, undertake a quality assurance role (as described in the "Adding quality to your delivered SharePoint solution" section in Chapter 2, "Defining the SharePoint solution scope"). If so, this must be agreed upon.

For each team member, you should write a Terms of Reference agreement describing the responsibilities of the role and ensure that each team member signs it. Once this is done, summarize those roles in the SharePoint solution's business case.

Note For delivery teams where there is cross-functionality, there may be a requirement to create a Terms of Reference document confirming exactly what their role is in helping shape and deliver a SharePoint solution. Taking those previous examples, building a SharePoint farm on-premises and requiring consulting services will require a terms of reference summary for that team, and terms of reference for internal interfacing teams, and for specific areas where individuals need to collate user requirements (for example, business analysts).

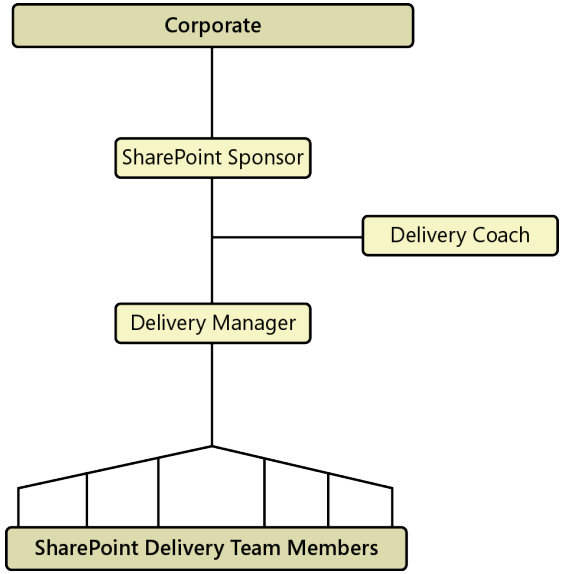


FIGURE 3-1 A typical SharePoint delivery team's roles and hierarchy.

When a SharePoint team is working well together, they have complementary skills and are committed to delivering a SharePoint quality solution and user experience. You should aim to build a delivery team that has an environment of openness and trust because this creates a solid communication base. Doing this right when you set up the delivery program is ideal. Even if you are clear on what needs to be done, you should allow some time for the team to understand and contribute, because that will lead to greater commitment and better results. You do not want a delivery team starting as in the following scenario:

Scenario 1: Fabrikam uses On-Premise SharePoint for basic collaborative services. Its HR department had a request to enhance the People directory, housed in a third-party system. The department wanted to use SharePoint social features and decided to use the skills and tagging features, as well as the SharePoint profile builder. For this to happen, the third-party system would need to be integrated into SharePoint. A delivery manager was selected to deliver the enhanced People directory in SharePoint through integrating the third-party system. The delivery manager, who had a good understanding of the existing directory, drew up a plan of action. However, in that plan, he did not check with the HR team. His reasoning was that the implementation would be faster using a consultancy. The delivery manager assumed that the consultancy would know intuitively what had to be done, and he stated that he did not want "too many long, drawn-out discussions and workshops." The delivery manager requested that the consultancy start building prototypes for a new People directory to replace the third-party system. Unfortunately, when the consultancy staff met with HR to demonstrate one of the prototypes, they faced a hostile reception, which resulted in backtracking and chaos. There were many angry exchanges, and the delivery manager was blamed for inadequately communicating his intentions to HR. He was also blamed for the failure to construct the delivery team and not keeping all parties informed concerning the delivery plan. Finally, Fabrikam executives intervened and replaced the manager with another individual from the same department, who better understood the business

requirements. Replacing this manager cost time and money, including him needing to work hard to rebuild confidence and trust with the HR department.

SharePoint solution building can be highly charged and fast paced in the beginning, and eventually, it will become part of the organization's standard operations. The delivery team will form and then form again as more SharePoint solutions join the environment. Choosing the right people for your delivery team is a vital element of an evolving SharePoint environment, and those people need to be willing to be part of the team. That said, willingness to participate in a SharePoint delivery team does not guarantee SharePoint solution implementation success; ability to function within the team is also vital. When people are thrown into a SharePoint delivery program, those without experience will flounder and will need assistance. Plan the team according to how focused each person is, and ensure that managers also focus on promoting good SharePoint knowledge building of their team members. This creates strong delivery successes, and creates SharePoint champions, who then can further promote and showcase their skills and creations.

Preparing a SharePoint delivery program

You will need to prepare a SharePoint delivery program so that you can do the following:

- Map user requirements to SharePoint features and capabilities correctly.
- Set, agree on, and prioritize solution delivery.
- Identify materials requirement and resources (for example, SharePoint infrastructure, connected teams).
- Staff your SharePoint delivery team appropriately (covered in the previous section, "Setting up a SharePoint delivery team")
- Train the delivery team so that all its members can understand the key features of SharePoint that will be implemented.

A SharePoint delivery program requires a delivery scope, a sponsor, and a method to measure progress and success.

- **Creating and managing the delivery scope.** This topic is described further in Chapter 2. The scope is where activities are specified, prioritized, and scheduled.
- **Assigning accountability** SharePoint solution delivery can be as simple as adding features to a site, or as complex as creating a new SharePoint environment. Either way, you should assign an owner for each activity who will be accountable for its completion.
- **Monitoring progress** In addition to assigning accountability, you will need to assign people to roles that monitor progress and ensure that that progress reports are given to the SharePoint sponsor and stakeholders. The delivery plan provides a baseline against the progress of key activities on the plan.

Building the SharePoint delivery plan

A core aspect of the SharePoint delivery program is planning. *Planning* describes the work required to implement the SharePoint solution. You should prepare two sets of plans. The first is the *Detail Plan,* which includes the delivery schedule. The *delivery schedule* is a progress bar chart used by the delivery manager and team members to control their day-to-day work. The second plan is an *Outline Plan,* which is a management summary used to present the overall progress of the delivery to the SharePoint sponsor and other interested parties. This should show the stages, milestones, and other important activities needed for an overview.

Tip Always consider risk when developing your plans. For each stream of work, ask this question: "What are the risks of taking this approach?" If a significant risk is found, consider how the approach can be changed to avoid or reduce the risk.

The Detail Plan manages the business case and all associated documentation concerning the implementation of the SharePoint solution. It is a complete record of the delivery program, which describes the implementation of the solution, including the User Adoption planning. The Detail Plan includes four segments:

- **Envision** This segment includes performing the initial investigations, creating the business case, confirming the success criteria, and stating the high-level milestones for progress reporting.
- **Plan** This segment includes creating the team, building technical and user (business) requirements, confirming the design of the solution, and determining a User Adoption strategy (communications and training).
- **User Adoption** This segment includes the provision of communications, training, and education. It also includes the testing and validation tasks carried out by the users.
- **Build** This segment includes the tasks necessary to build and then operate (deliver and provide service for) the solution.

Note The User Adoption and Build segments are closely connected. For example, the Build segment includes tasks relating to the creation of test platforms, prototyping, and solution implementation, which will include testing. These must be validated by the users. Relevant User Adoption tasks, including testing, usage, training, and service delivery, comprise a very important area. User adoption planning is described in Chapter 4, "Preparing SharePoint solution User Adoption."

There is another segment, Closure, which relates to the official completion of the delivery and is validated by the success criteria detailed in the Envision segment. This segment is discussed in more detail in Chapter 11, "Managing workshops and closing the delivery program."

Figure 3-2 shows the format of the SharePoint delivery Detail Plan, including some high-level tasks. The dotted arrow lines show how the segments are connected. As stated, a key aspect of the Detail

Plan is the delivery schedule, which lists the work required to implement the solution and when it must be completed. You should lay out the Detail Plan and work closely with the needed delivery team members (including the sponsor and stakeholders) to map the relevant tasks to the solution and record them in a Gantt chart. Ensure that each task is assigned to one or more team members. The Detail Plan forms the basis for progress reporting and gets recorded in the Outline Plan.

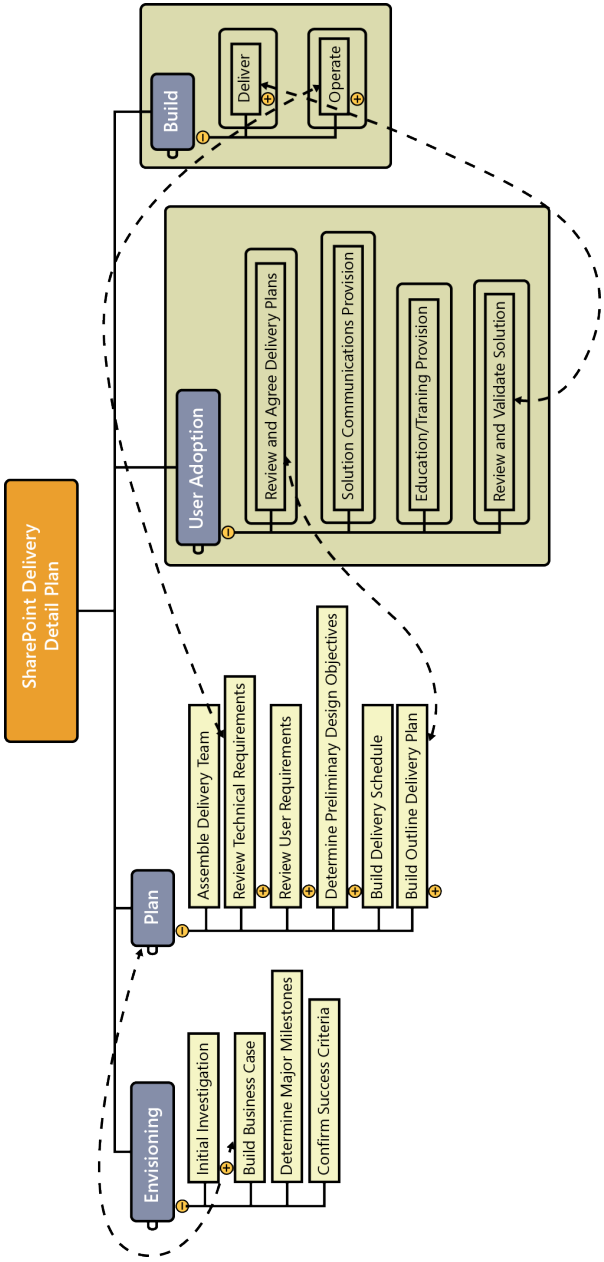


FIGURE 3-2 Format of a SharePoint Delivery Detail Plan.

More Info A fuller and expandable version of this map can be found at *http://www.sharepointgeoff.com/articles-2/sharepoint-delivery-detail-plan*.

You should ensure that there is a place to centralize the business case, delivery plans, and other documentation such as user requirements, issue logs, and risk logs. Use SharePoint to accomplish this. The delivery team could use a SharePoint site as a central location for all its activities; the site also acts as a showcase to sponsors and stakeholders, and of course, it also can be used to record delivery progress.

Taking this idea further, here is a scenario depicting the implementation of an app to a SharePoint site:

Scenario 2: Fabrikam wants to implement an app into its SharePoint environment. The company has enlisted a delivery manager, who has created a small team to help deliver the solution. The delivery manager wants to use a SharePoint site to contain the Detail Plan, so he would have a central place to manage high-level tasks in the delivery schedule. The SharePoint site also would be used to keep related documents and contact details for the team. The tasks stored in the site would be assigned to team members, as is any relevant documentation to be managed.

Figures 3-3 and 3-4 depict an example of how Fabrikam could have used SharePoint components to help manage the delivery program as described in Scenario 2. Figure 3-3 shows an example of a SharePoint 2013 site using the built-in Deliverables app, and it also illustrates the Detail Plan relevant to implementation of a SharePoint solution.

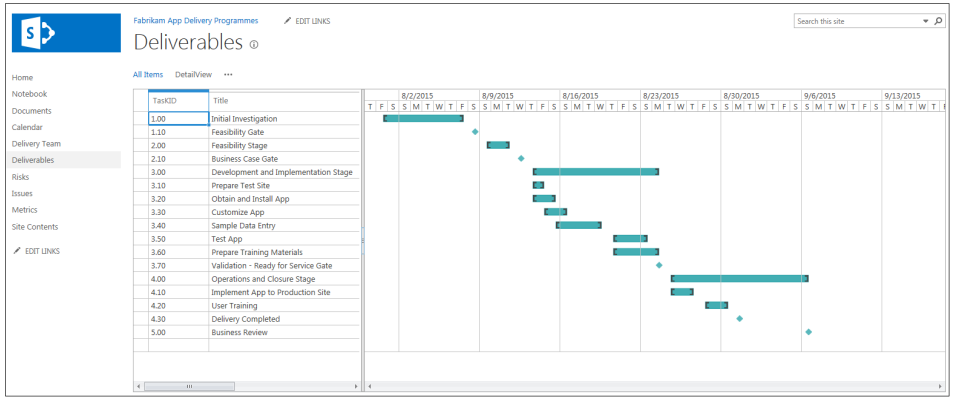
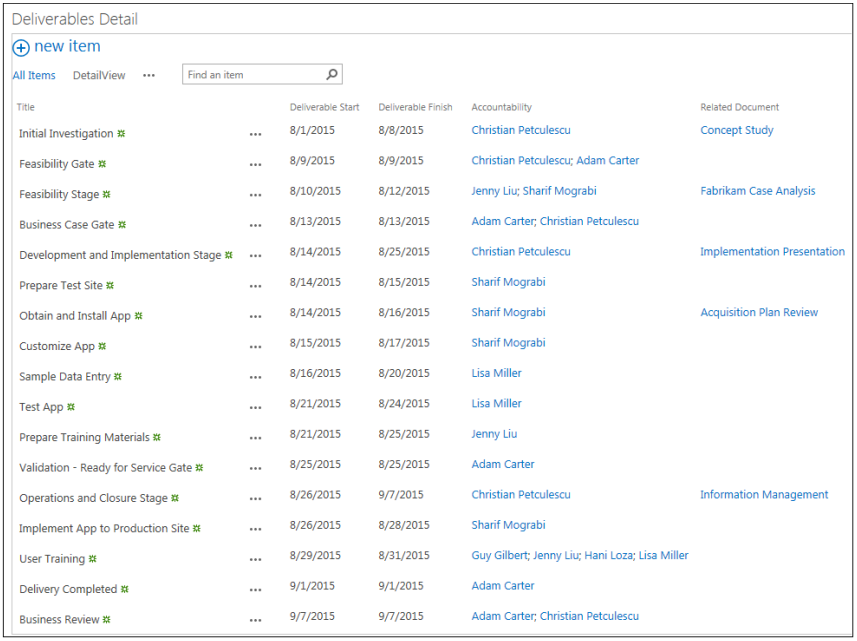


FIGURE 3-3 The Deliverables app in SharePoint.

Figure 3-4 shows the Detail Plan as a task list. Note that two extra columns have been added: an Accountability column, which shows the contact accountable to the task; and the Related Document column, which is bound to content stored in a documents library, showing the title of the document related to the task. Figure 3-5 shows the contacts list, which is bound to the task list as the Accountability column.



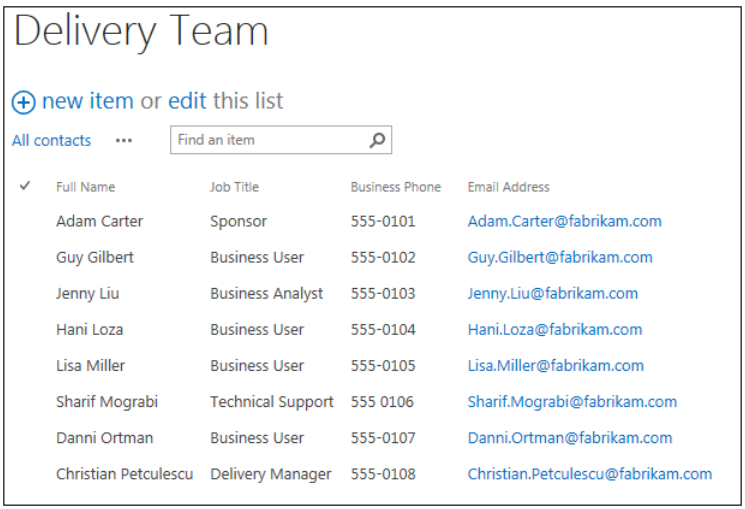
Deliverables Detail

new item

All Items DetailView ... Find an item

Title	Deliverable Start	Deliverable Finish	Accountability	Related Document
Initial Investigation	8/1/2015	8/8/2015	Christian Petculescu	Concept Study
Feasibility Gate	8/9/2015	8/9/2015	Christian Petculescu; Adam Carter	
Feasibility Stage	8/10/2015	8/12/2015	Jenny Liu; Sharif Mograbi	Fabrikam Case Analysis
Business Case Gate	8/13/2015	8/13/2015	Adam Carter; Christian Petculescu	
Development and Implementation Stage	8/14/2015	8/25/2015	Christian Petculescu	Implementation Presentation
Prepare Test Site	8/14/2015	8/15/2015	Sharif Mograbi	
Obtain and Install App	8/14/2015	8/16/2015	Sharif Mograbi	Acquisition Plan Review
Customize App	8/15/2015	8/17/2015	Sharif Mograbi	
Sample Data Entry	8/16/2015	8/20/2015	Lisa Miller	
Test App	8/21/2015	8/24/2015	Lisa Miller	
Prepare Training Materials	8/21/2015	8/25/2015	Jenny Liu	
Validation - Ready for Service Gate	8/25/2015	8/25/2015	Adam Carter	
Operations and Closure Stage	8/26/2015	9/7/2015	Christian Petculescu	Information Management
Implement App to Production Site	8/26/2015	8/28/2015	Sharif Mograbi	
User Training	8/29/2015	8/31/2015	Guy Gilbert; Jenny Liu; Hani Loza; Lisa Miller	
Delivery Completed	9/1/2015	9/1/2015	Adam Carter	
Business Review	9/7/2015	9/7/2015	Adam Carter; Christian Petculescu	

FIGURE 3-4 An example of a high-level task list from the Deliverables component in SharePoint.



Delivery Team

new item or edit this list

All contacts ... Find an item

✓	Full Name	Job Title	Business Phone	Email Address
	Adam Carter	Sponsor	555-0101	Adam.Carter@fabrikam.com
	Guy Gilbert	Business User	555-0102	Guy.Gilbert@fabrikam.com
	Jenny Liu	Business Analyst	555-0103	Jenny.Liu@fabrikam.com
	Hani Loza	Business User	555-0104	Hani.Loza@fabrikam.com
	Lisa Miller	Business User	555-0105	Lisa.Miller@fabrikam.com
	Sharif Mograbi	Technical Support	555 0106	Sharif.Mograbi@fabrikam.com
	Danni Ortman	Business User	555-0107	Danni.Ortman@fabrikam.com
	Christian Petculescu	Delivery Manager	555-0108	Christian.Petculescu@fabrikam.com

FIGURE 3-5 A sample delivery team list has been created using the Contacts app in SharePoint.

Using SharePoint to build the delivery plan, contacts, and documents is a great way to help ensure that information is centralized. There are other benefits, too, particularly in aiding early User Adoption to business members who have access to the site and implementing solution apps for SharePoint sites. For example, the solution app could be deployed to a subsite of the delivery team's SharePoint site and demonstrated there, and then the results could be captured to a list that can aid the business review at the closure of the delivery program.

As previously described, the solution delivery schedule is required to identify the tasks to be achieved, including information about those tasks (for example, who will be doing those tasks and the time frame in which they should be completed).

Note The delivery schedule is a high-level set of tasks structured by break points. Each break point represents a place where the relevant set of tasks can be reviewed and progress updated.

See Also More information concerning building the detail and outline schedule is in Chapter 9 "Controlling the delivery program", section "Create a delivery schedule."

As already has been pointed out, each task in the delivery schedule must contain a set of associated information. The details of delivery plan structure are given in Table 3-2. When you're building the delivery program schedule from the Detail Plan, perform a review of work required. Some parts of the delivery program will form *Work Packages* in their own right. For example, an element of the Detail Plan could be to configure Search. This could have a number of subtasks, like obtaining service accounts, defining the scopes, and identifying crawl rules.

TABLE 3-2 Structure of a Delivery Plan

Items to include in the Delivery Plan	Description
Stages	Stages represent the natural high-level break points in the program life cycle. Examples include Initial Investigation, Feasibility, Development, Implementation, Operation, and Closure.
Work Packages	Work Packages represent the clusters of work within each Stage, focused on a key deliverable. For example, one Work Package could be the customization of a SharePoint app to meet user requirements. Another could be the testing of that app by selected business users (who are also part of the delivery team).
Activities	Activities are the individual components of work within the Work Packages that must be undertaken to complete the project. Each Activity should be defined in terms of its start and end dates and the name of the individual accountable for its completion.
Accountability	A single, specific person should be accountable for every Activity and Work Package in the delivery program.

Items to include in the Delivery Plan	Description
Milestones	Milestones are significant events (often representing gates at the start of a Stage) that should be used to monitor progress as a summary.
Deliverables	Each of the key Deliverables defined in the program should be shown in the plan (indicated in the business case).
Reviews	Include Reviews at key points throughout the program when progress and performance can be evaluated. This is particularly important for the Validation portion of the program, where the solution has been made available to the business users for testing.
Interdependencies	All inputs from (and outputs to) other programs must be explicitly shown. This is very important for cross-related programs. For example, in the implementation of a SharePoint farm, there could be related programs of work from various work streams; there could be one centralized delivery schedule with all work streams connected to that schedule.
Costs	Using the delivery program, include Costs for materials and resources against each Work Package. At the end of each Review, outline the costs for delivering the Stage as part of the outline plan that summarizes progress.

Defining controls to manage SharePoint solution delivery

As the SharePoint solution delivery program is being designed, build in controls that manage communication and authorization. Without mechanisms to ensure that there are reviews, reporting, authorization for changes, and managing documentation, there will be miscommunication and misalignment with goals. The result in many cases would be that the solution program gets dropped or withheld indefinitely, or it runs into a cycle of noncompletion (because the scope has not been reviewed and then confirmed, for example).

Therefore, once the delivery program has been defined and a schedule set, you must ensure that other organizational aspects of the program are addressed. These areas should be detailed in the SharePoint business case, as discussed next.

Ascertaining progress reporting needs

You must periodically update the sponsor (and members of the delivery team, as necessary) on the progress of the SharePoint solution implementation. To do this, you should first agree with the sponsor how reporting should be performed and the mechanisms used to do so. For example, you could use the delivery schedule in SharePoint to send out email notifications when a particular task is completed. There are other methods of progress reporting as well. You could summarize progress on a page on the SharePoint site and have that available for viewing, or provide a report based on a template that is provided from a Reports document library. For the purpose of standardization, choose one method of progress reporting. The key is to attempt to centralize reporting and to make things as easy as possible for those who need to access the progress reports. The last thing you need is the sponsor not reading the progress reports or assuming things about the delivery, which could

well happen if progress reporting has not been defined or agreed upon. Once agreement has been reached, record the reporting requirements in the Outline Plan.

As delivery manager, you are responsible for controlling the delivery and taking the necessary actions to ensure that the solution is delivered to the expected outputs (that is, the business requirements). This means guiding and coordinating team tasks. You should make sure that the delivery team meets regularly to check the progress of the relevant tasks and to forecast other tasks to be performed in the future. You should also assess the issues that arise and mitigate any risks of tasks not completing on schedule. In my experience, the best way to assess issues and collate progress reports quickly is to request a brief progress or checkpoint report from each of the team members. You can gather this detail by recording the details in a SharePoint task list, which can then be linked back to the Deliverables app (previously shown in Figure 3-3).

By using the SharePoint tasks list, reporting progress can be captured for each task (see the Task list app example in Figure 3-4). That could then be used to add detail to a weekly report. Alternatives to this approach include creating a SharePoint custom list that holds the reports. Figure 3-6 shows an example where the SharePoint Task list app has been connected to the Deliverables app so that further detail of a high-level task can be captured, and progress of the related task recorded.

More Info More information concerning progress reporting is in Chapter 9 "Controlling the delivery program", section "Create Schedule Reports"

Identifying who can authorize changes

Typically, the only individual who can make changes to a solution delivery program is the SharePoint sponsor. However, the SharePoint sponsor could choose another individual close to the delivery program to authorize changes on his or her behalf. You must ensure that the details of how to contact those who can authorize changes is recorded. When changes come—and they will—make sure that they are critically reviewed to ensure that they do not affect the delivery scope. Whether there is a change in scope or not, there may be further ripple effects down the line; alterations may require further review to ascertain any risks, issues, and dependencies. For example, if the task is to build a SharePoint site that houses a customized app, and then it is expanded to include building another app, this change needs to be scheduled and resourced, and any issues concerning support, maintenance, and training need to be considered as well. Therefore, reviewing each change and seeking approval for it is vital. The impact of getting a solution delivery wrong due to lack of getting approval or failing to record the reasons why the approval was required could lead to User Adoption issues, both during and after delivery.

Keeping the stakeholders informed

Good communication leads to User Adoption, as does keeping the users informed and enthusiastic about the implementation of a SharePoint solution. There will invariably be changes concerning the SharePoint solution as it is being designed, built, and implemented. Changes in requirements can be

rapid and unpredictable—even the organization can change focus and priorities, which can affect the progress (or even the need) for a project. You should have regular points of review to ensure that what is being provided continually meets user requirements. The reviews need to be formal since they involve making and recording decisions. These reviews should be built into the delivery schedule, and those attending should include both delivery team members who are accountable for the relevant tasks leading up to the review and the stakeholders.

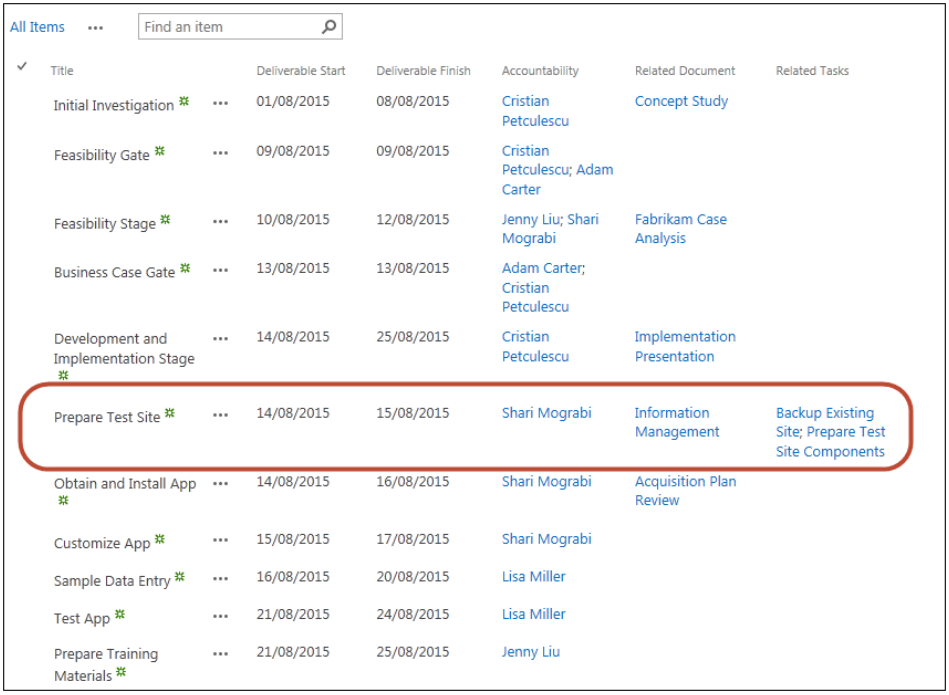


FIGURE 3-6 An example of a Task List app connected to the Deliverables app in SharePoint.

Documenting your SharePoint implementation

There will be a lot of documentation as you work on your SharePoint solution. You will need to centralize all of it because each SharePoint solution is a historical (and auditable) event in the evolution of the software's use in the organization. Creating a structured method of recording the schedule, maintaining tasks, and monitoring progress, costs, issues, and risks (and in fact, any communication concerning the delivery of a SharePoint solution) is vital. For example, if a change is required to a solution one year after it has been implemented, then having the original documentation of the implementation of that solution is crucial. Do not simply rely on placing a copy of the solution into an inventory as a record of implementation. SharePoint gets updated, sites receive new content and design, technology evolves, and business requirements change. That means you have to know not only what solutions have been deployed, but also how those solutions where implemented and who was involved in doing that. As previously mentioned in this chapter, consider creating a SharePoint site as a delivery program site to store and manage everything.

There will be a lot of documentation as you work on your SharePoint solution. You will need to centralize all of it because each SharePoint solution is a historical (and auditable) event in the evolution of the software's use in the organization. Creating a structured method of recording the schedule, maintaining tasks, and monitoring progress, costs, issues, and risks (and in fact, any communication concerning the delivery of a SharePoint solution) is vital. For example, if a change is required to a solution one year after it has been implemented, then having the original documentation concerning the implementation of that solution is crucial. Do not simply rely on placing a copy of the solution in an inventory as a record of implementation. SharePoint gets updated, sites receive new content and design, technology evolves, and business requirements change. That means that you have to know not only what solutions have been deployed, but also how those solutions were implemented and who was involved in doing that. As previously mentioned in this chapter, consider creating a SharePoint site as a delivery program site to store and manage everything.

Here is a case in point from a SharePoint consultant:

> I worked with a financial corporation in America that had *many* employees and documentation for over 1,000 apps housed in the World Trade Center when it was destroyed on 9/11. They lost all their people and all *that* documentation on that one day. It cost them millions of dollars to migrate the apps to SharePoint because they had not originally stored configuration records about the apps.
>
> *–Bill Pitts, director, Portals and Collaboration, Salient6, Inc.*

Establishing controls for SharePoint solution delivery

The path to implementing a SharePoint solution successfully is based on the structure and management of the controls applied to delivering that solution. All too often, SharePoint solution delivery programs fail because no control was established from the very beginning. If no control is assigned to the program, then any policies oriented to the solution after its implementation will fail. You can use the checklist in Table 3-3 to ensure that the solutions delivery plan has controls in place.

TABLE 3-3 Controls checklist for SharePoint solution delivery

Control	Description
Create a mechanism to capture delivery program content.	Places the various SharePoint 2013 repositories, such as the Document Libraries app and the Task List app, in a central site, which will be for the sole use of the delivery team.
Set up progress reporting formats (applications and templates) and reporting lines (a list of those who should receive the reports).	Uses SharePoint lists to record reports. Provides easy access to those who need to receive the reports.
Create a mechanism to capture and mitigate risks that could affect the ability to deliver the solution.	Creates a SharePoint list to record risks. Customizes the list to include risk mitigation information and status.
Create a mechanism to capture and manage issues to resolution.	Creates a SharePoint list to record issues. Using the issue-tracking app in SharePoint 2013 allows you to customize the list to include references to delivery program content (among other elements).

Control	Description
Create a mechanism to capture changes to any aspect of the delivery program, including approval processes.	Creates a SharePoint list to record changes. Customizes the list to refer to delivery program content. Uses built-in workflow functionality so that approval of changes can be managed.

Tip SharePoint 2013 has several built-in apps that allow you to capture and manage tasks, changes, contacts, risks, issues, and schedules. Built-in workflows allow the approval of content in those lists. In addition, SharePoint 2013 includes a feature called Project Web App Connectivity, which provides the lists required within a project site for integration with Project Web App, including issues, risks, and deliverables. Project Web App Connectivity is available in Office 365. However, for On-Premise SharePoint, Project Server 2013 is a prerequisite. For more information, visit *http://office.microsoft.com/en-us/project-server-help/whats-new-in-project-web-app-for-microsoft-project-server-2013-HA102848108.aspx* and *http://technet.microsoft.com/en-us/library/cc303399.aspx*.

Engaging your sponsor and stakeholders

As already mentioned in previous chapters, stakeholders are those affected by the delivery program. A SharePoint sponsor is a manager or executive who acts as a visionary. He or she is advised by the delivery manager of the SharePoint delivery program and can articulate how the SharePoint can meet the solution requirements. Both are stakeholders, as they are both on the delivery team. However, there are also people who take no direct part in the delivery program as team members, but whose activities will be changed in some way as a result.

When releasing SharePoint as a solution, where the implementation of the platform into an organization is required, the number of individuals affected could be significant. Therefore, you must identify stakeholders and their *power* (that is, are they decision makers, influencers, or require consent?), so that they can be enrolled in the delivery program at an early stage. This is done to ensure that stakeholder power does not cause the delivery to fail later. You should always have a backup plan in case your stakeholders use their power to undermine your delivery plans.

Scenario 3: Fabrikam is implementing a SharePoint solution that is a system to automate its sales process by automatically emailing documents marked as Sales. Following an investigation, the suggested procedure is to provide an extra option in all document libraries that is a component of the SharePoint solution. The functionality will be implemented as a new button in a SharePoint document library. Heading the delivery team is a SharePoint-savvy business manager who believes in a top-down approach and wields significant power in determining the shape of the solution. Believing that the only users are from the Sales department, he communicates with that department directly. Some weeks later, the solution is deployed across the entire company and into all SharePoint document libraries and all sites. Calls come streaming into the IT help desk from confused and dissatisfied users. The callers are asking questions like, "What is this button in my library?" "Why were we not informed about all this?" "How do I use this new doohickey?" and "My library is much

slower—is it because of this new button?" As a result, the solution is removed, pending further investigation. The solution has yet to be implemented because the time frame to deploy the solution has passed, and the business has moved on to other challenges.

This scenario describes a typical problem when you implement a solution without taking stakeholder power and identification into account. If stakeholders are not involved in the development of the solution, the outcome can be disastrous, resulting in wasted effort, time, and money.

The delivery manager and the SharePoint sponsor must ensure that all stakeholders are adequately briefed on the solution being implemented. Care must be taken concerning the level of communication provided. Too much data will drown them, but not enough will mean that users will not give the delivery the level of priority that the delivery program team wants.

Enrolling stakeholders, and keeping them engaged, are taxing but essential tasks. You accomplish them by both a formal communication plan and by "enrolling behavior" on behalf of all the delivery team on a planned and opportunistic basis.

Stakeholders make up a vital part of the User Adoption process. By encouraging stakeholders to become "SharePoint champions," they become warriors on behalf of the cause, helping users come to grips with new SharePoint solutions and, in turn, helping SharePoint evolve. They also are critical to the creation of policies related to platform Governance of solutions that have been implemented going forward.

Stakeholders need to be identified as part of the initial investigation into building the business case. There are three kinds of stakeholders:

- Those who have a positive attitude toward the delivery program
- Those who have a negative attitude toward the delivery program
- Those who are not committed one way or the other

For each stakeholder or group of stakeholders, consider the following questions:

- Do they play a decision-making role in the delivery program?
- Can they exert influence (positive or negative)?
- Is their consent required for the delivery program to succeed?

Tip Build a stakeholder map (described in Figure 3-7 later in this chapter) to help you gauge who is positive, negative, and noncommittal.

Now consider the following scenario:

Scenario 4: Fabrikam needs to implement a SharePoint solution that will affect the entire organization. The SharePoint sponsor says that contact should be made with the customer director, who manages a team responsible for the areas of the company most affected by the new solution. His consent will be required to gain access to his team members. The team members are potential users

of the new SharePoint solution. The chief executive has informed the SharePoint sponsor that two additional people, Phil and Jim, could be used to influence the customer director's consent and act as SharePoint champions. After further investigation, the delivery manager discovers that Phil works with the customer director, Jim is a key member of the engineering team under the engineering director, and that a significant number of potential stakeholders are involved. Therefore, the delivery manager and SharePoint sponsor create a Stakeholder influence map, which is updated some more after discussions with each of the potential stakeholders.

The diagram in Figure 3-7 shows the connections between the identified stakeholders and identifies who is a decision maker, an influencer, someone whose consent is required, or those who must be targeted for User Adoption planning. The plus and minus signs, zeroes, and exclamation points shown with each stakeholder indicate whether that person is positive, negative, or noncommittal, or whose attitude is unknown. In Figure 3-7, which shows an example SharePoint delivery stakeholder map, Phil is indicated as a "feed" to the customer director, and Jim is indicated as a "feed" to the engineering employees.

You should consider a stakeholder map a useful way to help build an initial business case; the map adds clarity to stakeholder communication, attitudes, and approval levels. However, stakeholders are not identified only so you can find out whether they will consent to or are positive about the delivery. Consider that point when engaging with stakeholders: either you will require information from them or they need to be influenced with respect to the delivery of the solution, and they might need a demonstration of how SharePoint would solve their information and management challenges.

Based on the type of communication that the stakeholders require, choose wisely the medium, timing, and the kind of consent required. Also, ensure that all stakeholder information is recorded in the plan, and tied to the relevant milestones concerning the release of the SharePoint solution.

In the "Building the SharePoint delivery plan" section earlier in this chapter, I suggested a method of using SharePoint to record and manage the delivery plan for the solution which was to construct a site whose sole purpose was to manage and communicate the delivery of the solution and progress. If you have such a site, consider providing the stakeholders with access to it. This will give team collaboration a major boost because that is where anything to do with the delivery program is located, including all reports and decision-making documentation.

Because SharePoint solution delivery is scheduled into segments (see the "Preparing a SharePoint delivery program" section earlier in this chapter), consider assigning decision-making stakeholders to the sign-off of the relevant gate at the end of each stage. As stated earlier, consent of stakeholders is not the only thing required—you also need to get their approval of a solution that will meet their (and their relevant users') needs.

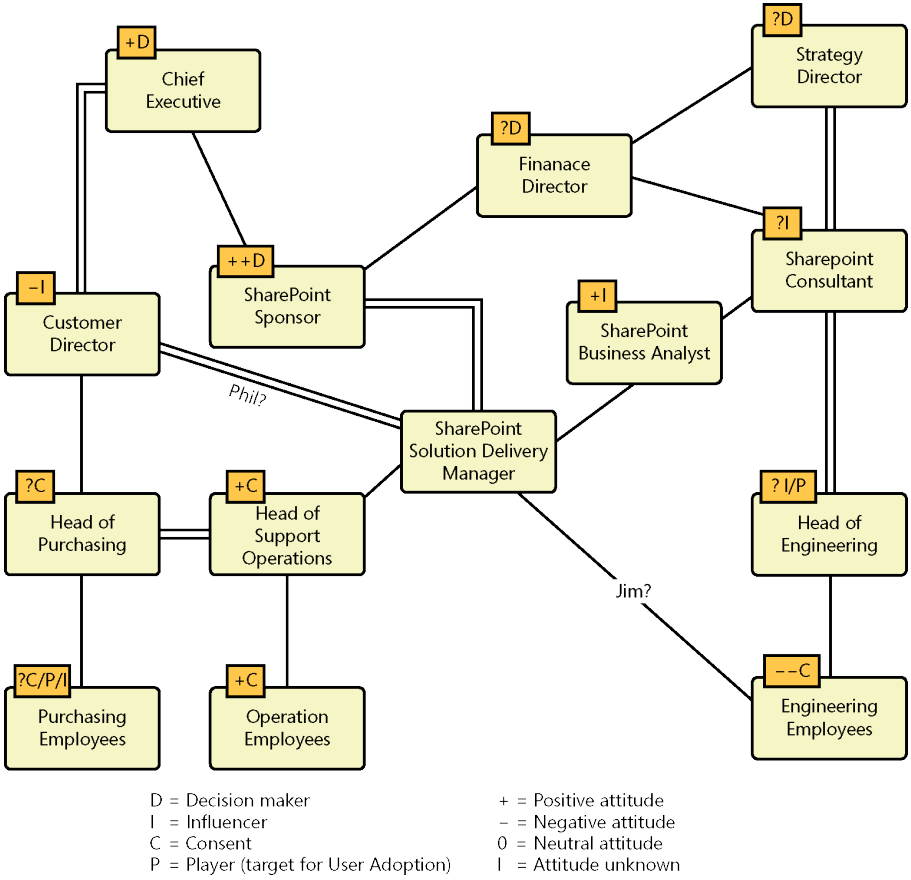


FIGURE 3-7 An example of a SharePoint delivery stakeholder map.

Summary

This chapter described how you can build a SharePoint delivery program, which entails setting up the delivery team, creating a delivery plan, and managing the stakeholders. The creation of this program is vital, as it details exactly how a solution will be implemented and contains success criteria that are crucial to User Adoption. The complexity of the program relates directly to a combination of elements: reach of the solution across the organization, number of stakeholders involved, importance to the organization as a whole, and the culture of the organization where the solution is going to be delivered.

The next chapter develops the discussion of the delivery program further. The text delves into what is required to prepare User Adoption and looks at methods to engage the SharePoint audience. Other topics covered include building cases for SharePoint solutions with user input in mind, ensuring that there are ongoing, two-way communications between those responsible for supporting SharePoint and business users engaged in using the solutions provided, and building training models to get users comfortable with using the implemented solutions.

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About the author

GEOFF EVELYN is a Microsoft SharePoint Most Valuable Professional (MVP) with over 25 years of experience in information systems technology. He has worked in the education, service delivery, IT support, government, military, banking, oil, and gas industries, and has been focusing his efforts on SharePoint since 2003. Geoff is a member of the IAP Software Development Practice Journal Editorial Board, a fellow of the Institute of Analysts and Programmers, a fellow of the Institute of Computer Technology, a member of the Institute of Management Information Systems and Engineering Technology, and a Prince 2 practitioner.

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