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Web 2.0, Knowledge Management and Professional Development

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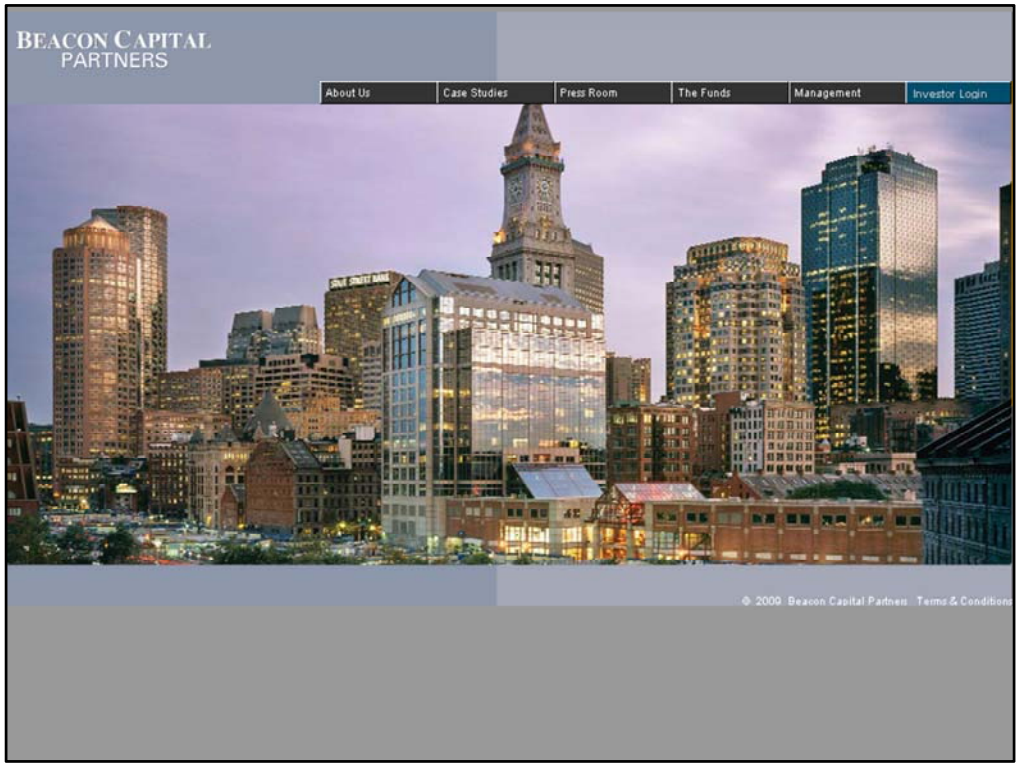

You are probably wondering what the Chief Compliance Officer for a real estate private equity firm is doing in front of a class on Web 2.0.

After all, I deal with rules and regulations. And my company is a classic bricks and mortar company, because our business is to own bricks and mortar.

What I want to focus on is how Web 2.0 can help you professionally and at your job.

I think if I share my story about how I came into Web 2.0, it will provide the reasons and I think it will also provide the background for some of the topics we can discuss today.

I am going talk about me for a little while.

Just to provide fair warning, I am also going to go around the room and ask you to introduce yourself, tell me about yourself in one sentence.

But first me. (In more than one sentence.)

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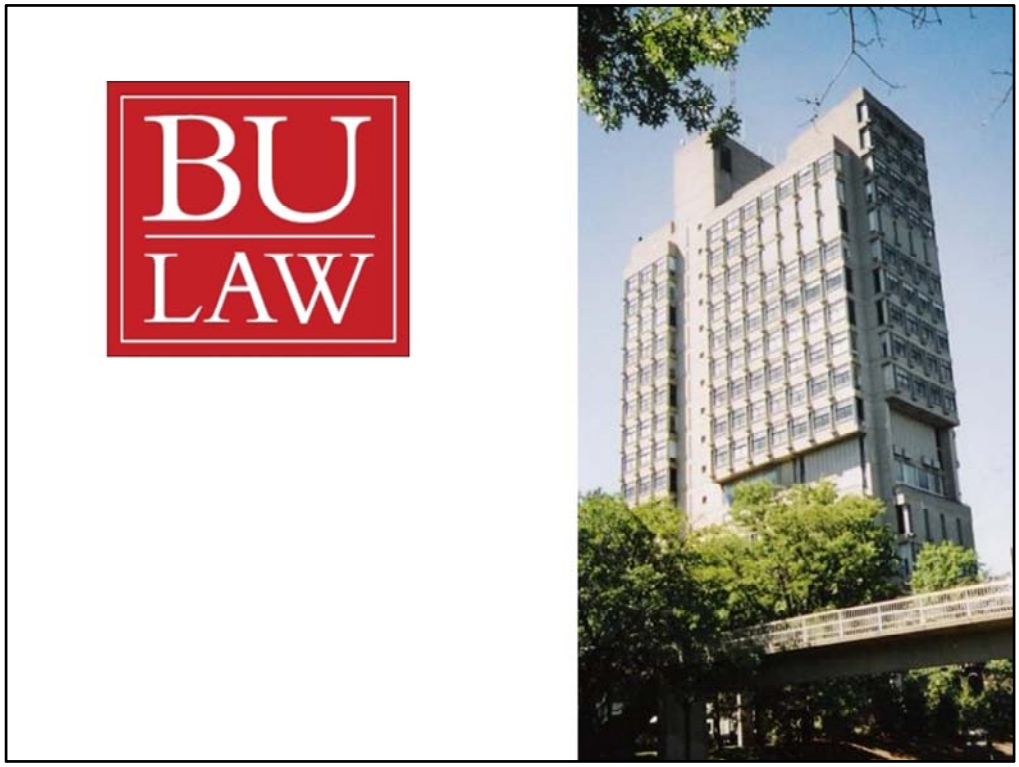

Lets start my story way back in time when I was in law school.

I went to law school not business school. Yes I ‘m a lawyer. But not that kind of lawyer. I don’t chase ambulances.

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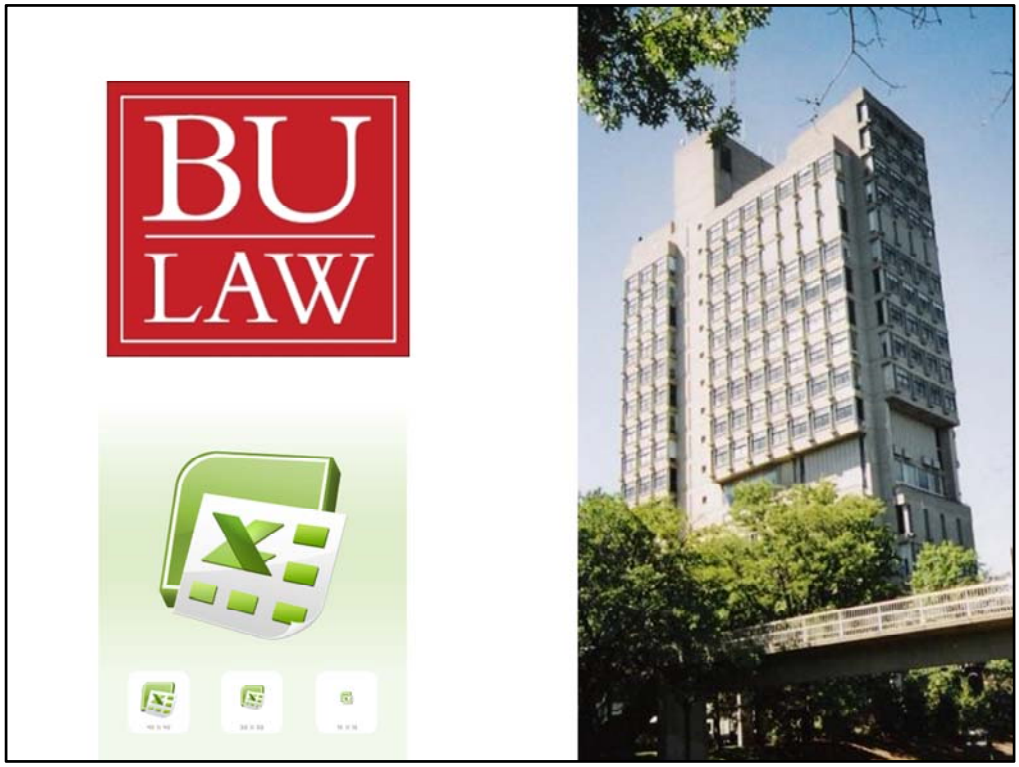

One of my classes in law school was Real Estate Development Law.

It turns out the class had little to do with the law.

It was all about modeling the economic performance of real estate investments. The class involved lots of number crunching, so I ended up learning how to use Excel as part of the class.

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After law school, I was hired by Goodwin Procter. One of the big law firms in Boston.

I ended up working on a fair number of transactions that involved multiple properties. I had some information management issues that just were just poorly suited to handling in a word processing document.

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So I started using Excel as part of my practice.

This was the mid 90's.

Many lawyers back then practically prided themselves on still using a quill and inkwell. There were many lawyers who barely used their computers. This predated the ability to use email for client communication. It was not until 1999 that the American Bar Association issued a ruling that the attorney/client privilege was not violated by using email.

So a lawyer using excel at that time was unusual.

It also made me one of tech lawyers at the firm and led to me being involved in some of the technology decisions for the firm.

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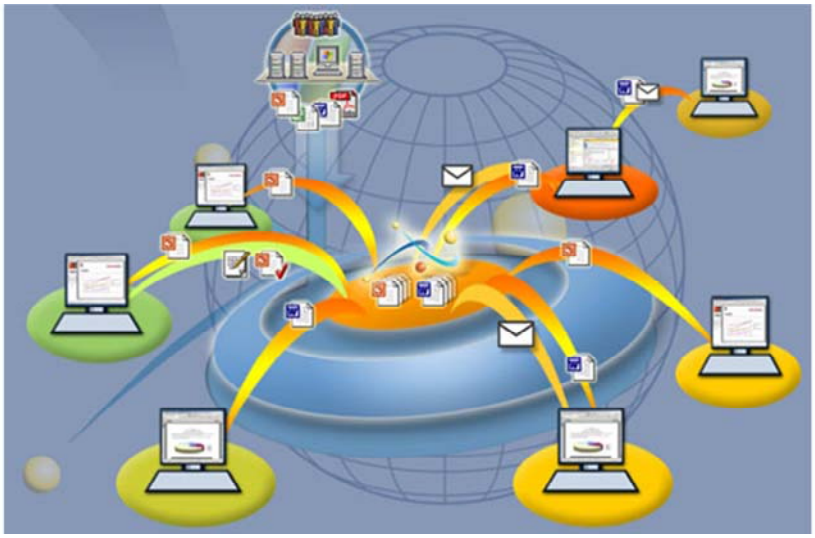
Document Management System



First up on this tech task list was picking a new document management system for the firm.

Since lawyers share documents with each other and have our assistants help with editing the documents, it makes sense to keep documents stored in a central system, rather than as files on individual computers.

We already had a document management system, but it was time to upgrade and there was increased competition in the market.

We ended up picking a system and implementing it.

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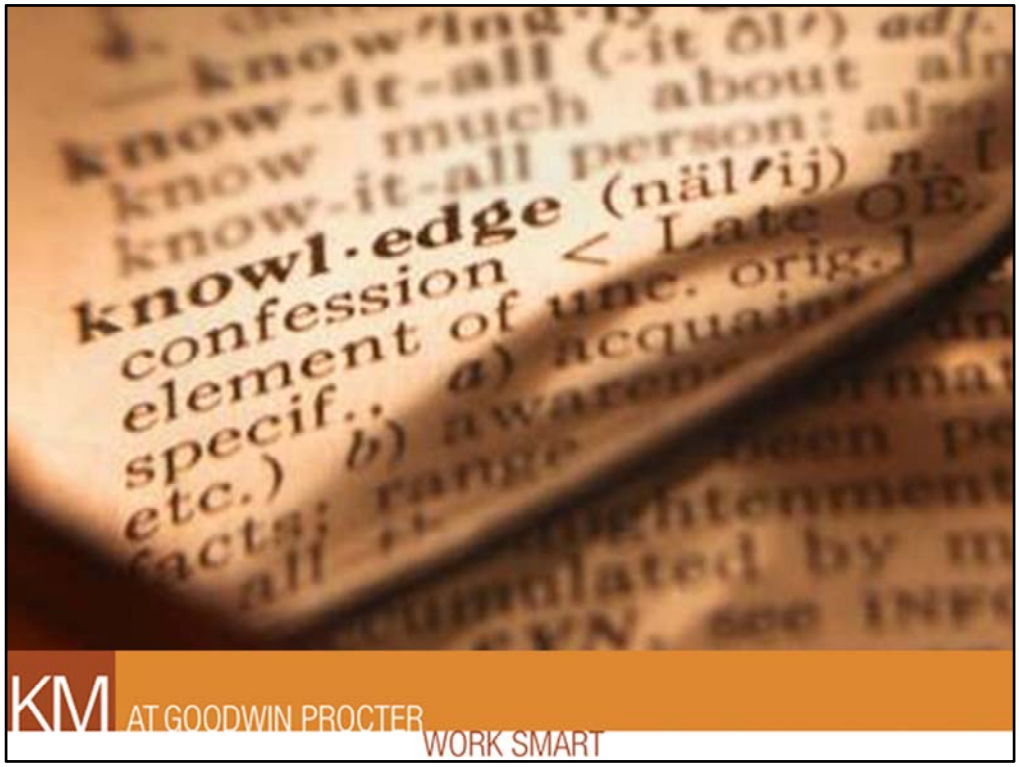

The project evolved into a larger knowledge management initiative at the firm. The idea that we should be making better use of the collective knowledge of the individuals in the firm.

What we know
Who know
What we know how to do

That is the very simple basis for knowledge management.

In the end that is what a law firm sells. Its knowledge

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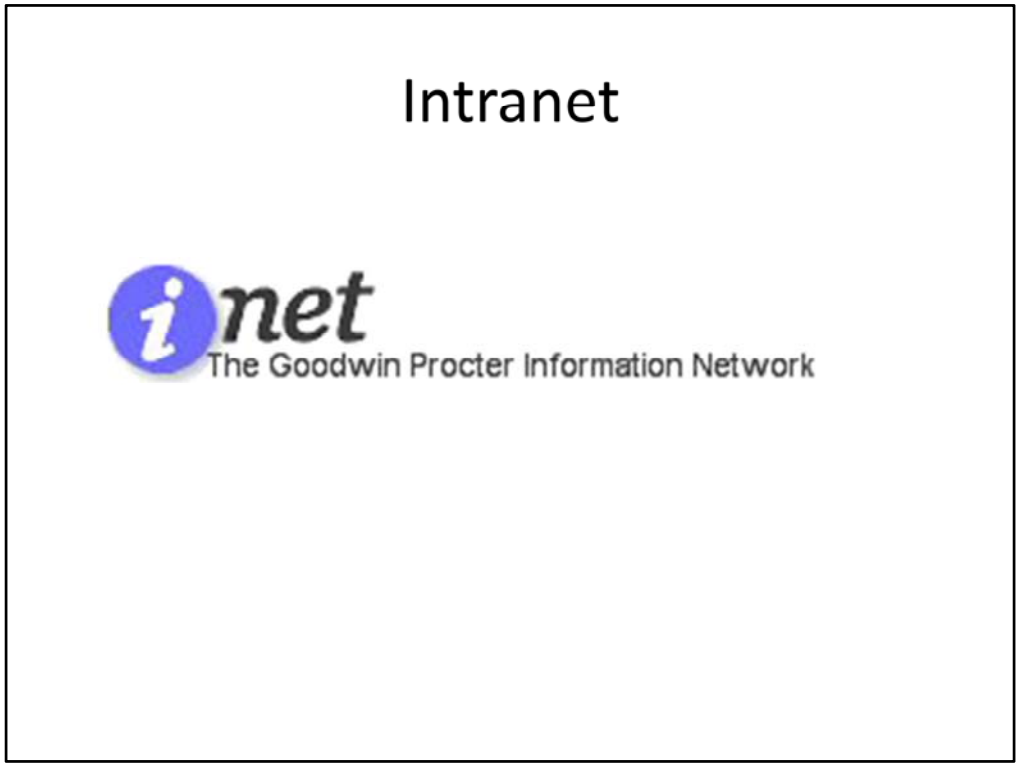

One of the big knowledge management initiatives was to set up an intranet where we could share information and pull information from underlying systems and put it into better context.

At least that was the theory. Like most intranets from a few years ago, they looked good in theory, but worked poorly in execution.

You needed to know html. You really had to go through the IT folks to get anything done.

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Since it had problems, we looked for something better as a backbone for our second generation of the intranet.

At that time, Microsoft had just come out with a new product called SharePoint that had a lot of tools that seemed to work well with what we wanted from the intranet.

This was the beginning of the portal approach to intranets. The intranet will pull information from other systems inside the firm.

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After a few years, Microsoft came out with a new version of SharePoint called SharePoint 2007.

It included these things called blogs, and wikis and RSS feeds. Things that at the time sounded more like a Dr. Seuss book than tools for a law firm.

But I did some research and they sounded interesting. Email was becoming overwhelming. Could these tools be another way to communicate.

These tools sounded promising for knowledge management.

But I would have to wait a year plus for the team to implement.

Or would I?

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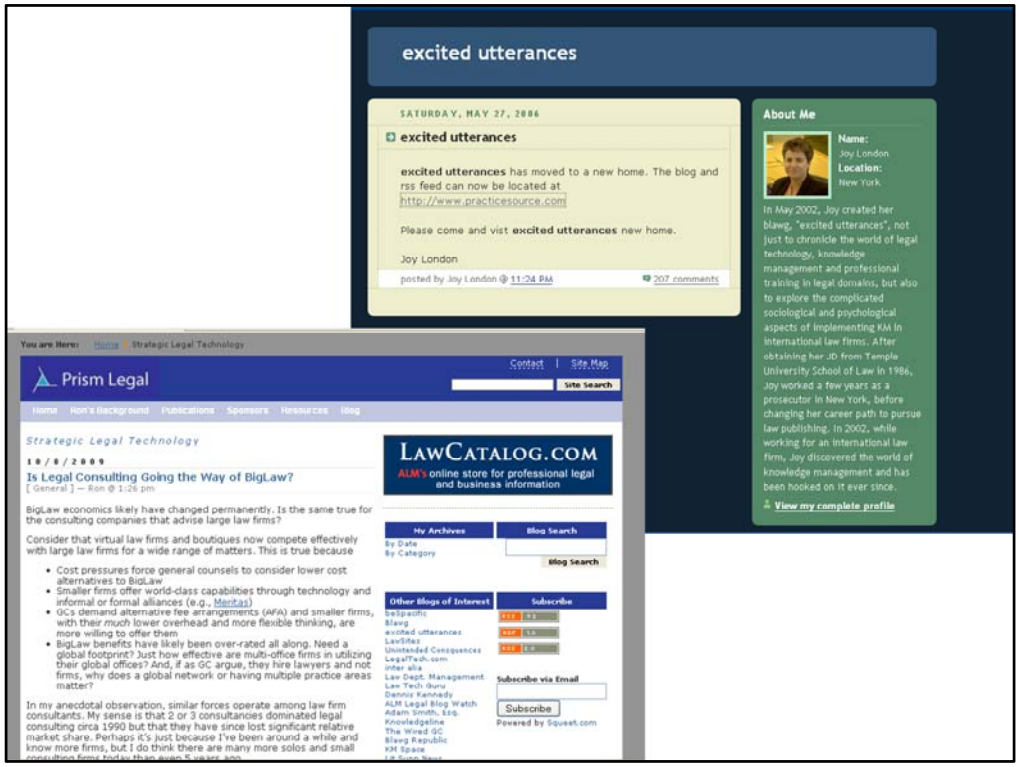

It turns out that two of my colleagues in the knowledge management community were publishing blogs. I thought they were just websites.

They collected all this great information and made it available. They were doing externally what I wanted to do internally.

They let me know that it was not all that hard to set up a blog.

So I set aside an afternoon to try setting up my own blog.

[anyone want to guess how long it took]

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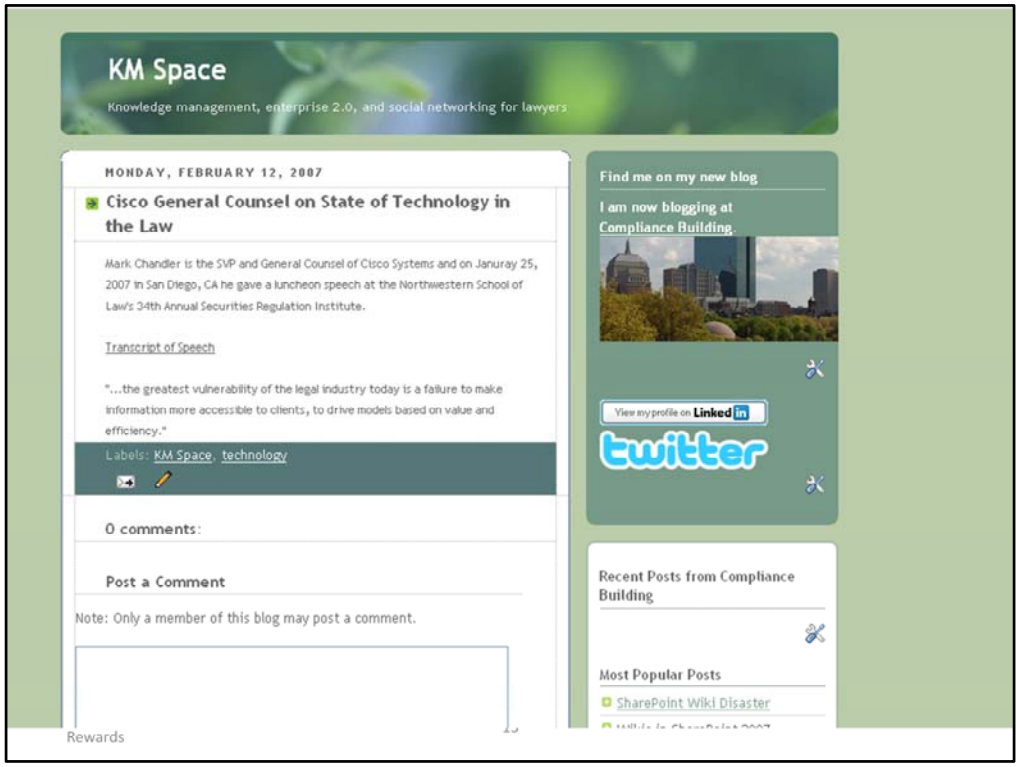

This is my first blog post I ever made. KM Space, where I focused on knowledge management for lawyers.

For me, blogging has always been about personal knowledge management. I put up posts to memorialize interesting things I find. I put up posts to help me focus my thoughts more coherently. Blogging is part of my learning process.

There is this virtuous circle of writing about a topic, that makes you better understand it, learn about it and end up writing more about it.

I know that blogging has helped me to better understand the substantive information that I need to do my job.

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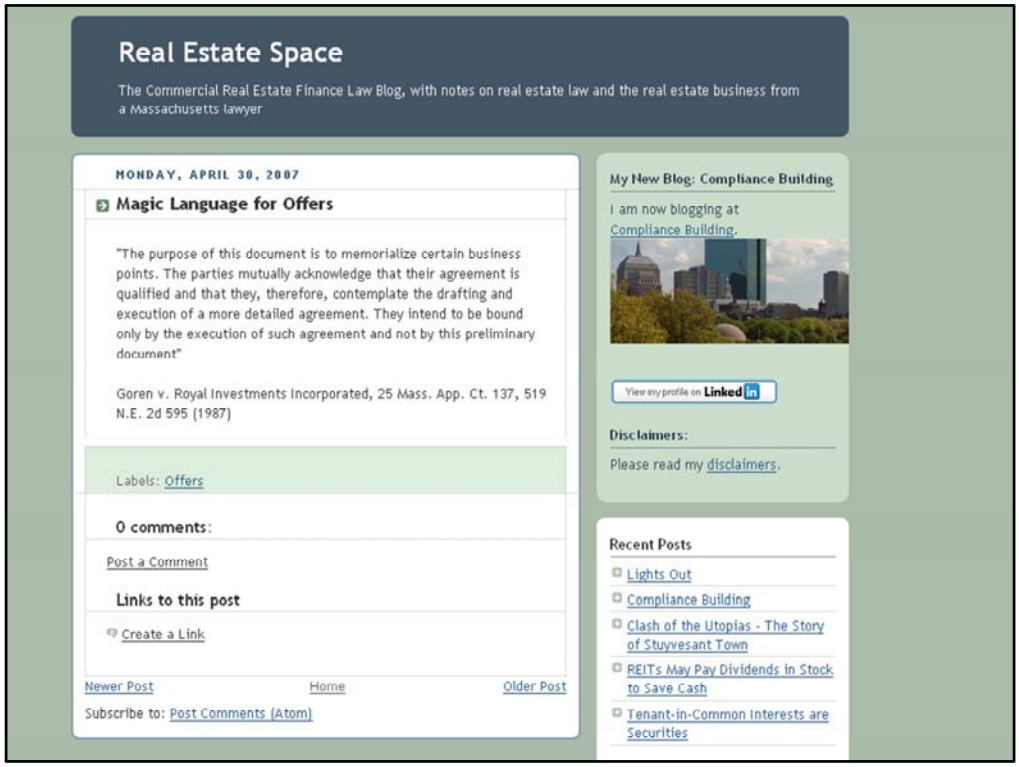

I was also practicing real estate law at the time, so a few months later I set up "real estate space" to capture bits and pieces of information I needed to remember.

This was the first post, capturing the magic language I need to put in an offer. Same thing. I was capturing information I needed as a real estate lawyer.

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Along the way I found all these other great Web 2.0 tools.

They were on the web.

And they were free.

And they were better than anything we could install internally.

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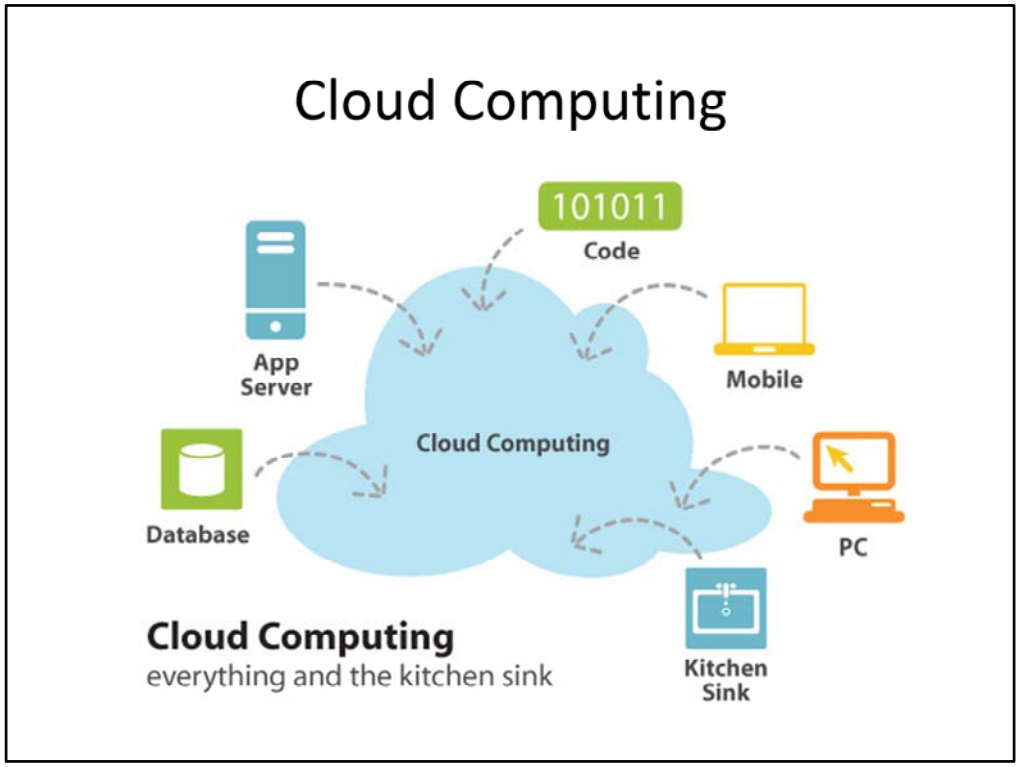

This new thing called cloud computing was coming around. That we should leverage the internet for storing data, or for computing infrastructure or for running our applications.

All those were great web 2.0 tools were a type of cloud computing.

I was able to get my blog up and running in minutes. It was taking us a year to get those applications running internally.

The knowledge management team set up a wiki using an external wiki provider. It was cheap and easy and incredibly functional.

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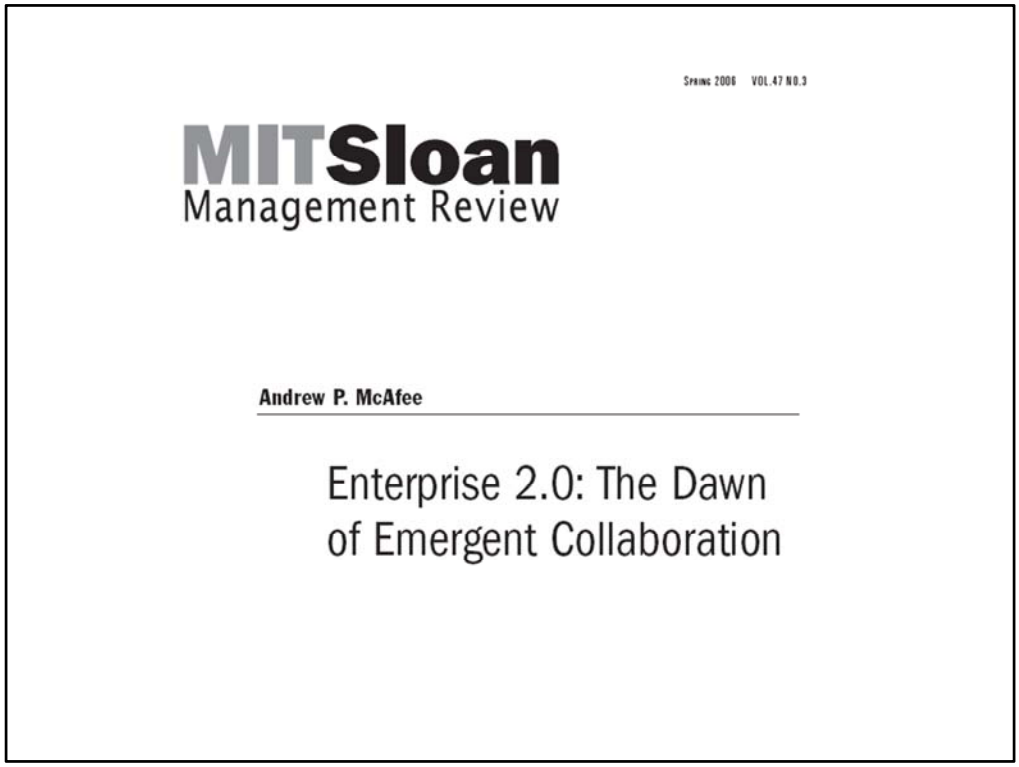

I also discovered Professor Andrew McAfee, who coined this term Enterprise 2.0.

That these web 2.0 tools when brought inside an organization has some transformative powers and offered some great lessons and goals for organizations.

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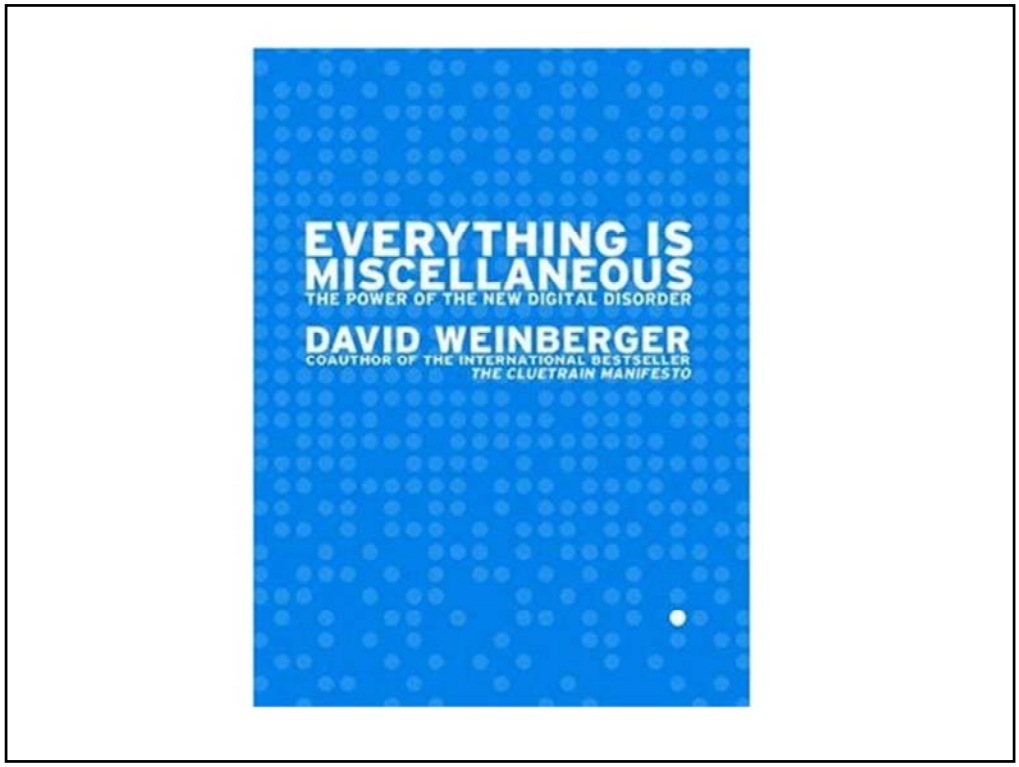

I also read David Weinberger's book: Everything is Miscellaneous to think about how information should be organized when it has moved from a physical form to a digital form.

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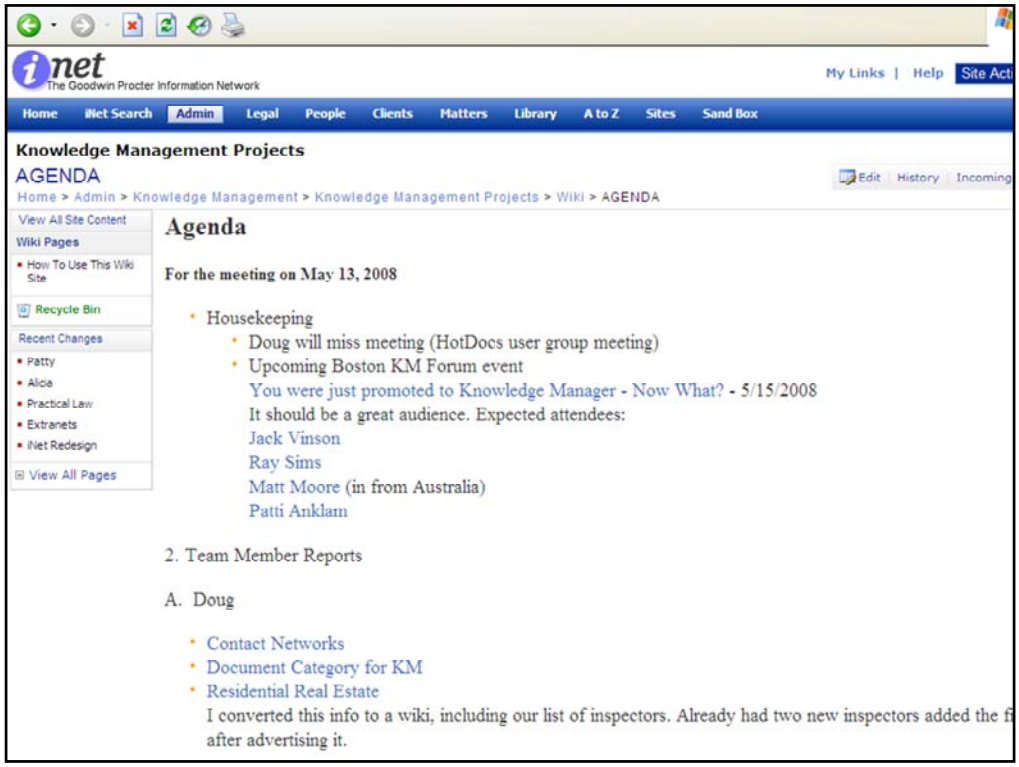

We actually ended up importing our wiki into SharePoint 2007 when we finally got it set up.

It turns out that this big expensive tool was less powerful than the free one we were running externally.

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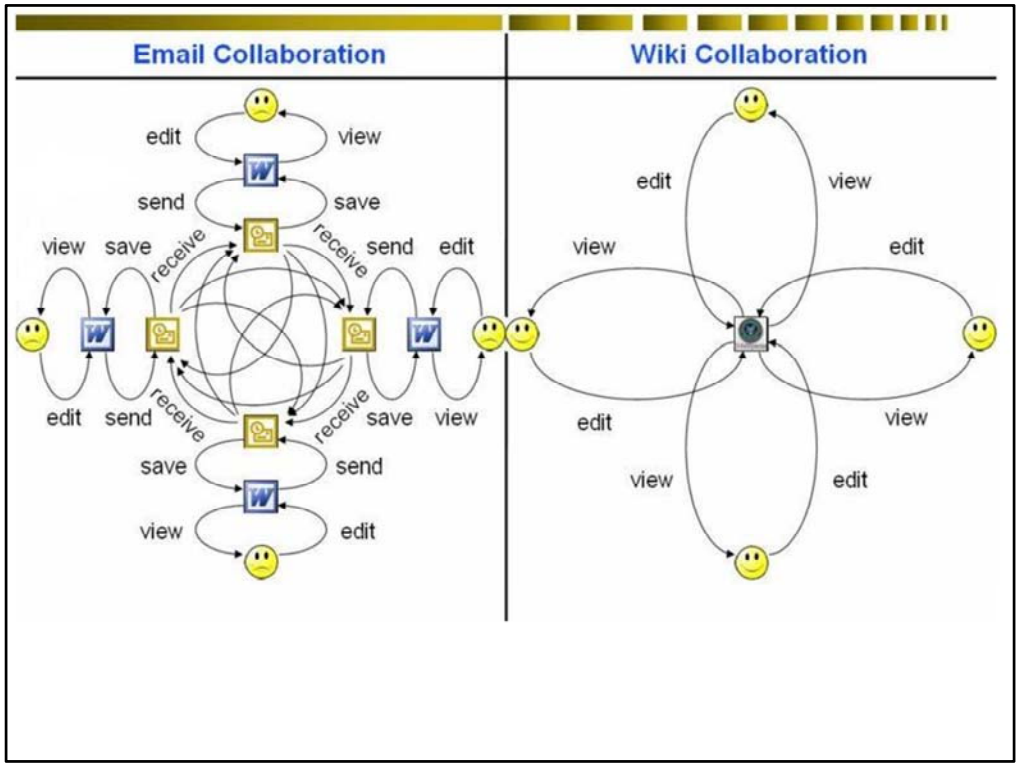

We learned a lot about this new way of collaboration. We were just starting to roll out the new features, getting lots of traction and buy-in from people in the firm.

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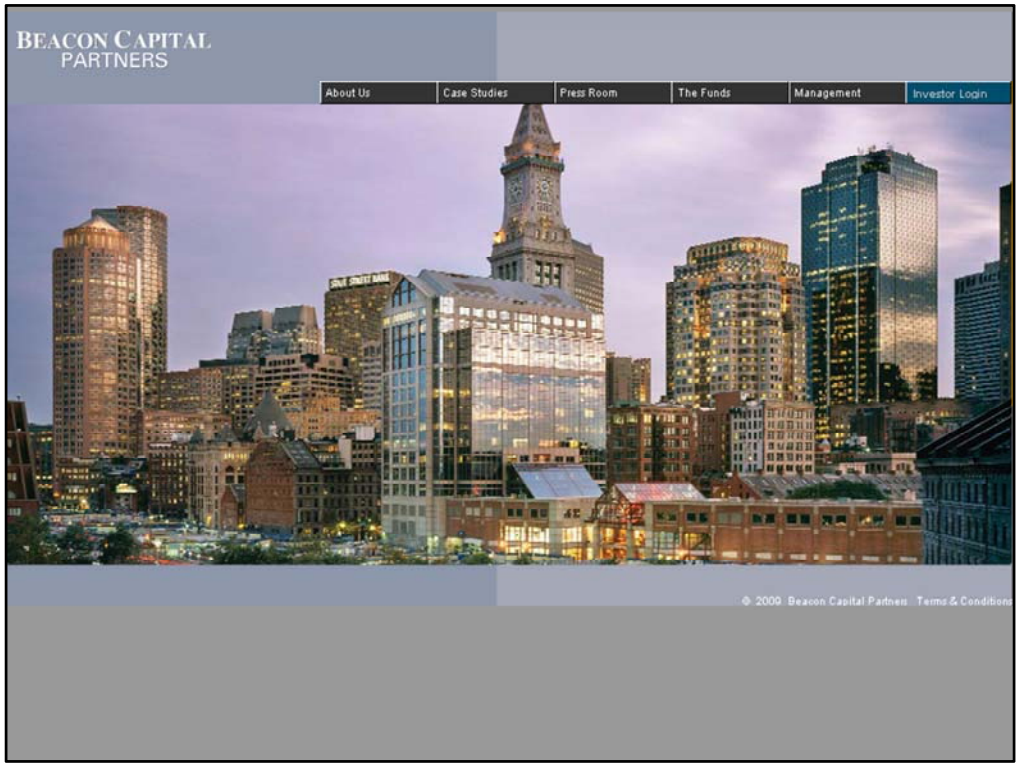

Then I got this great offer from Beacon Capital Partners to be their Chief Compliance Officer.

It was incredibly successful firm with a long track record of success.

So I switched careers, going from knowledge management and real estate to compliance and real estate.

But I had a lot to learn. Compliance involves lots of different areas and lots of different laws and regulations that I needed to learn and learn quickly.

So what did I do?

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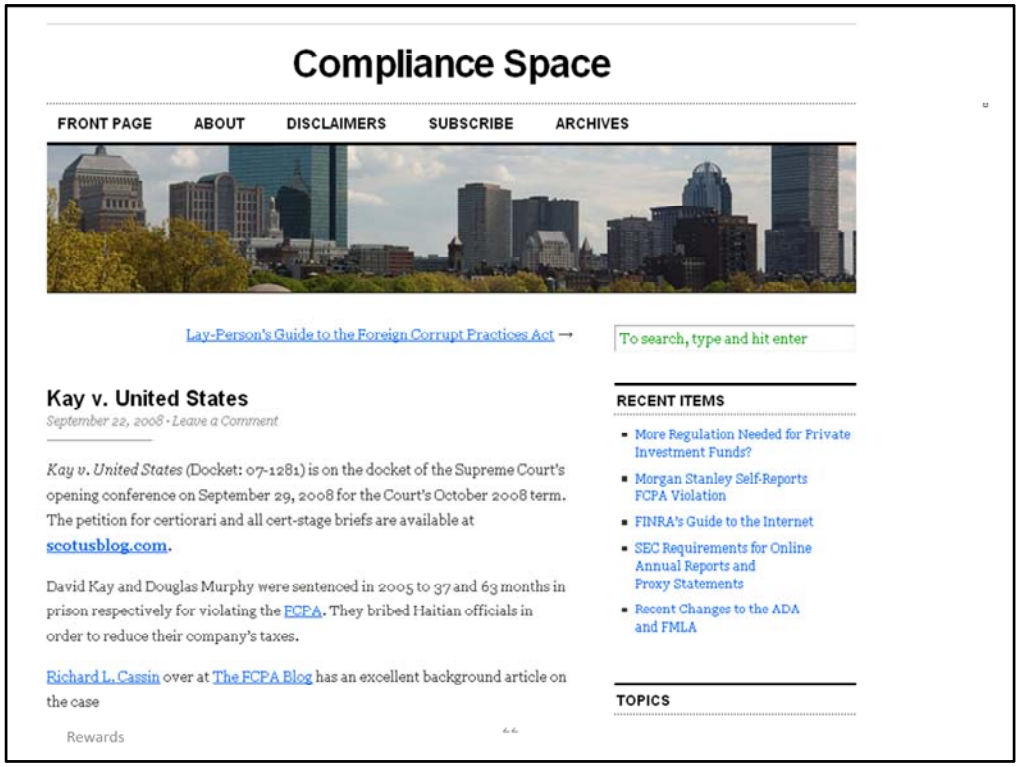

I set up a new blog, focused on compliance.

So I used a blog as a learning tool. I went from KM Space to Compliance Space.

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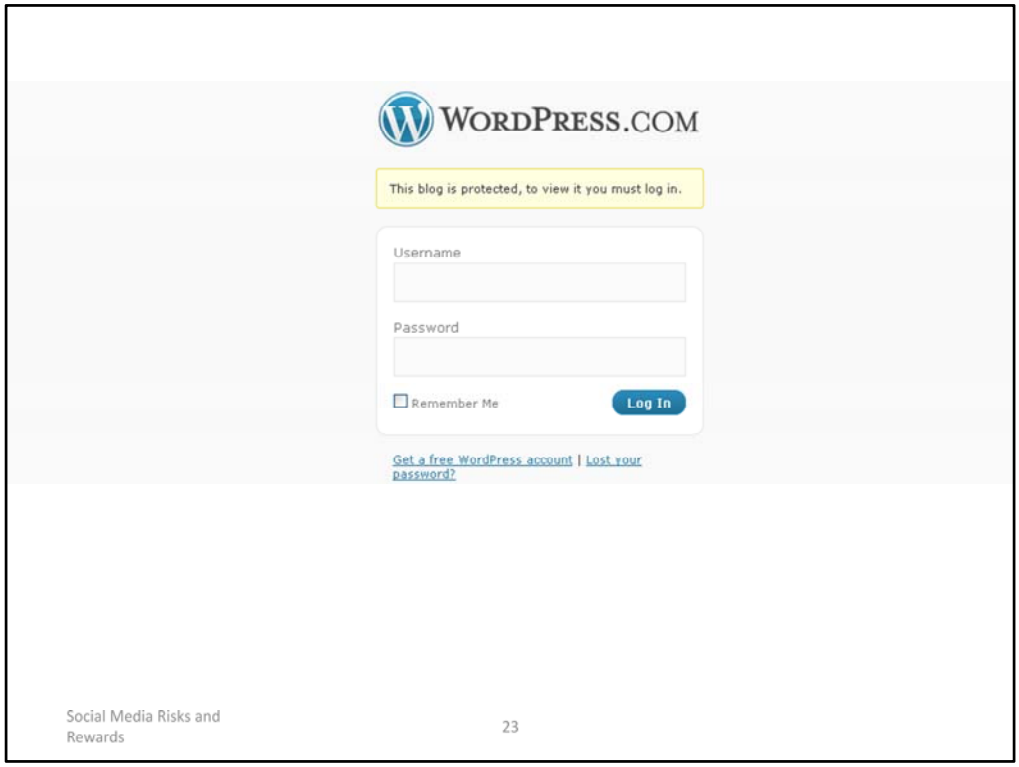

But you wouldn't be able to see it.

Compliance Space was a private blog, hidden from the public eye. I was merely collecting notes. Much of it was law school basics.

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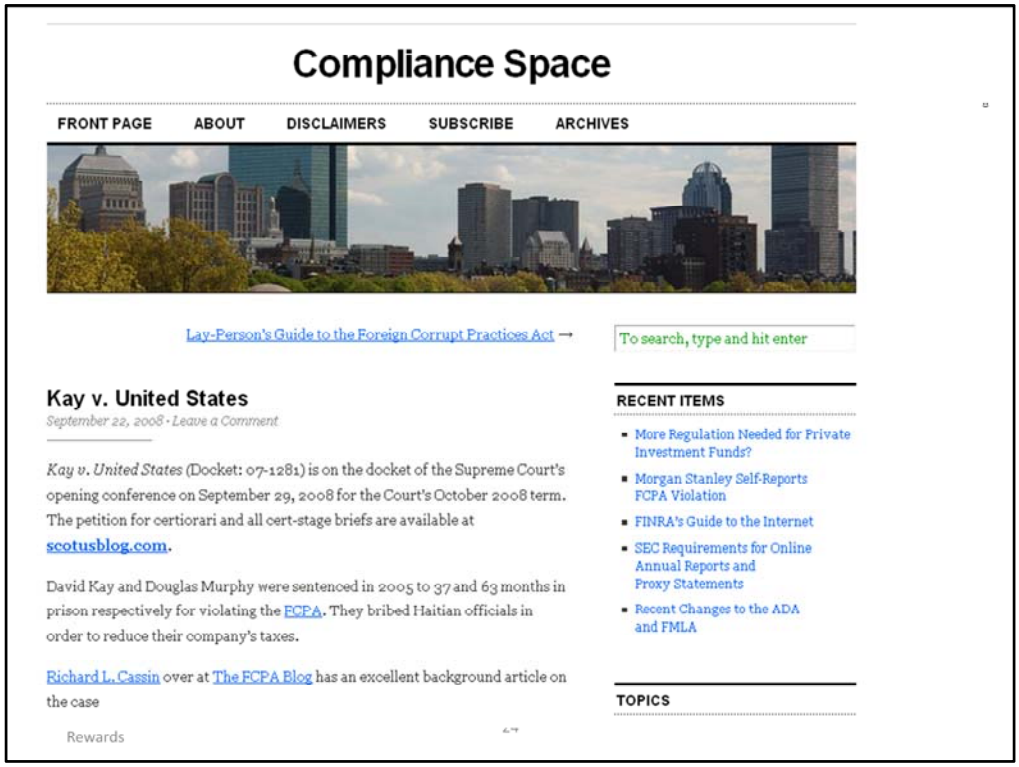

I would take notes on seminal cases, statutes, and regulations.

This was the first post at Compliance Space, reviewing Kay versus the United States, which is one of the few appellate decisions on the Foreign Corrupt Practices Act.

Eventually, I built up my core understanding and starting moving to the new topics and discussions that were happening in the compliance field.

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With that cycle of learning, I felt that I had enough insight that it was worth sharing with the public. I presented it to my compliance committee. Drafted a social media policy. And took it public

I decided to shift blogging platforms a little and take a deeper step into blogging. Since Compliance Space .com was already taken, I went with Compliance Building .com.

The virtuous cycle continues. I want to publish a new post each day, which means learning something new each day.

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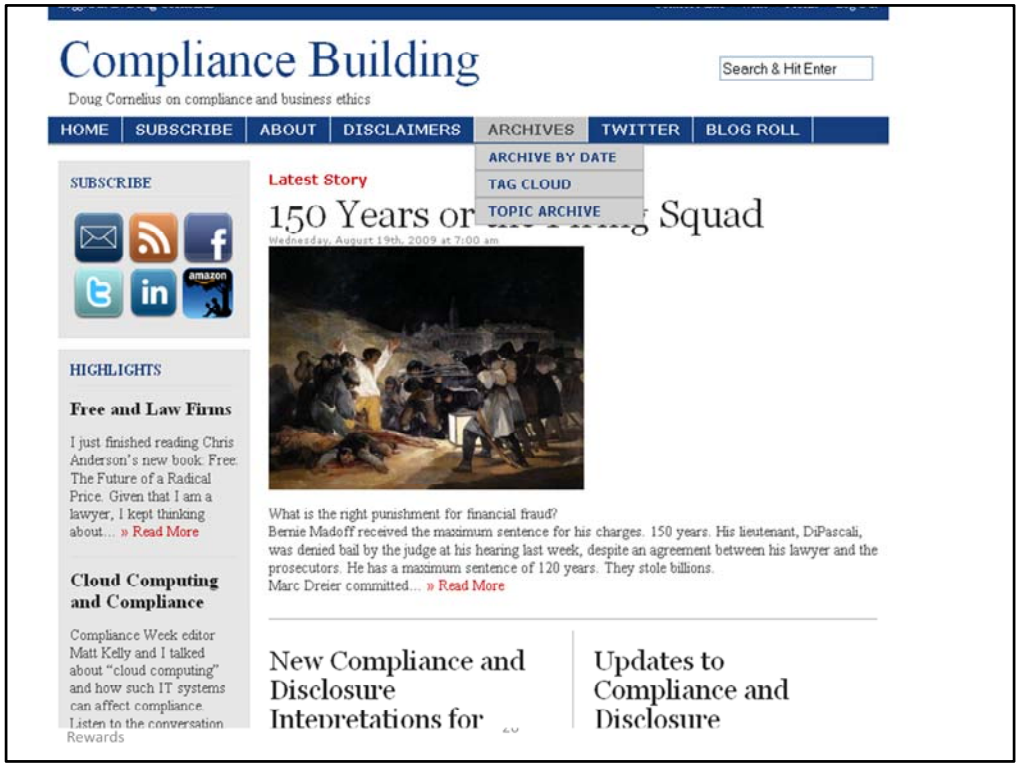

The blog gives me the ability to organize the posts, by date, specific topics and tags. It also has a robust search feature.

In the end it is about capturing the information I need to do my job and being able to find and reuse it.

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I am also a contributor to GeekDad, the parenting blog for Wired.

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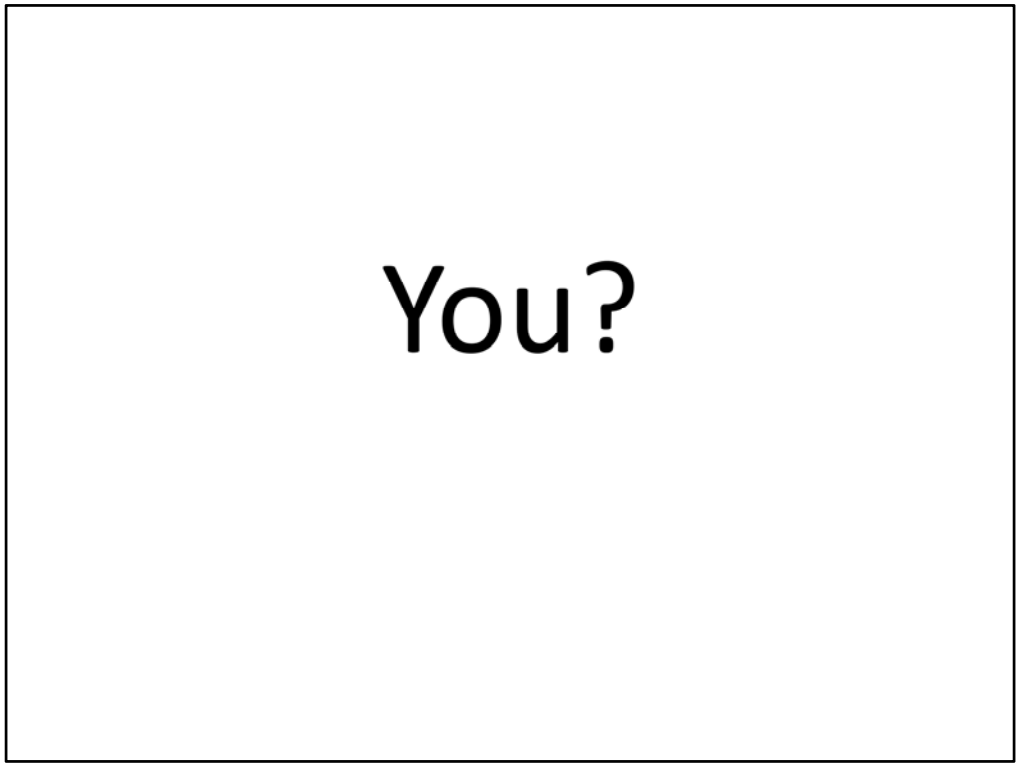

Can we take a few minutes to go around the room, introduce your selves.

Name, sentence about yourself, and what you are expecting to learn during the rest of the class.

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Possible Topics

- Cloud Computing
- Web 2.0 Policies for Business
- Personal Knowledge Management
- Professional Networking with Web 2.0
- Enterprise 2.0

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Cloud Computing

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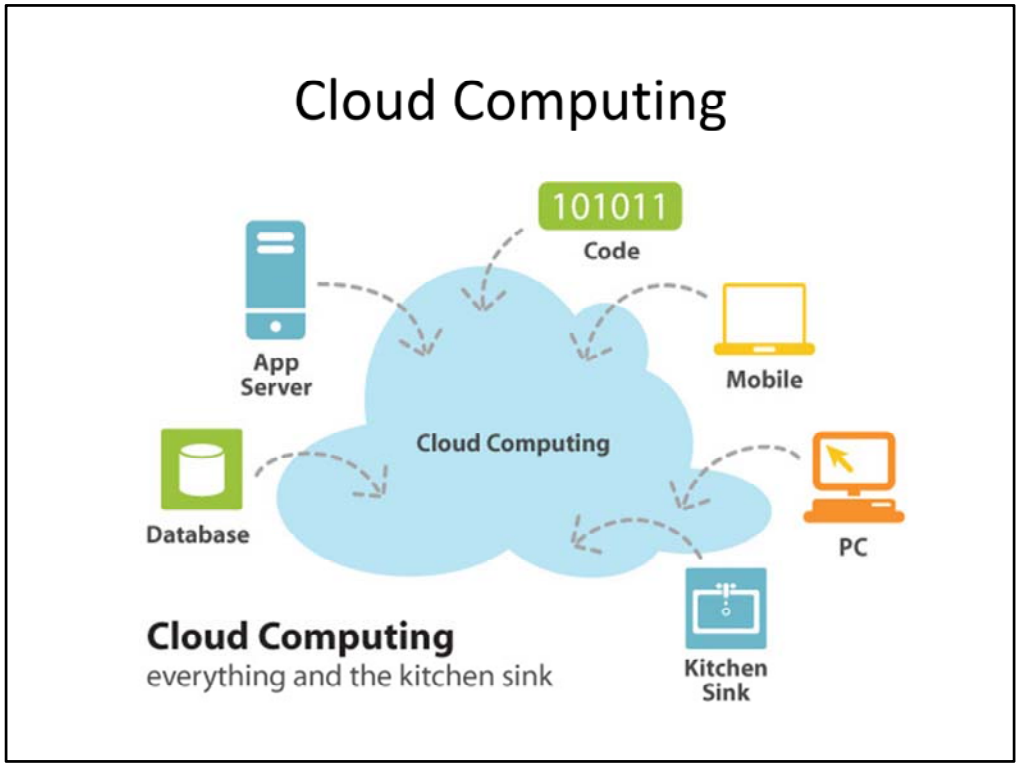

Cloud computing covers a broad spectrum.

Largely it means using more stuff on the internet instead of programs and databases on your own computers.

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Lets start by going back through computer history a bit. I find that it helps put it into some perspective.

This is an IBM System/360 Mainframe Computer from the 1960s. Probably has less computing power and memory storage than any of your laptop computers. And it cost $7 million plus

Computers were expensive and bulky. Processing power ruled. Hardware ruled. Software was an afterthought.

Enough so that IBM decided to let an outside company design the computer's operating system. Microsoft was born.

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Eventually, we got to the point where personal computers could handle most of the tasks that you needed to do from day to day.

This was my first computer. An old Mac.

Put personal computers were notoriously unreliable. They crash, hard drives stop working, you overwrite files, laptops get lost.

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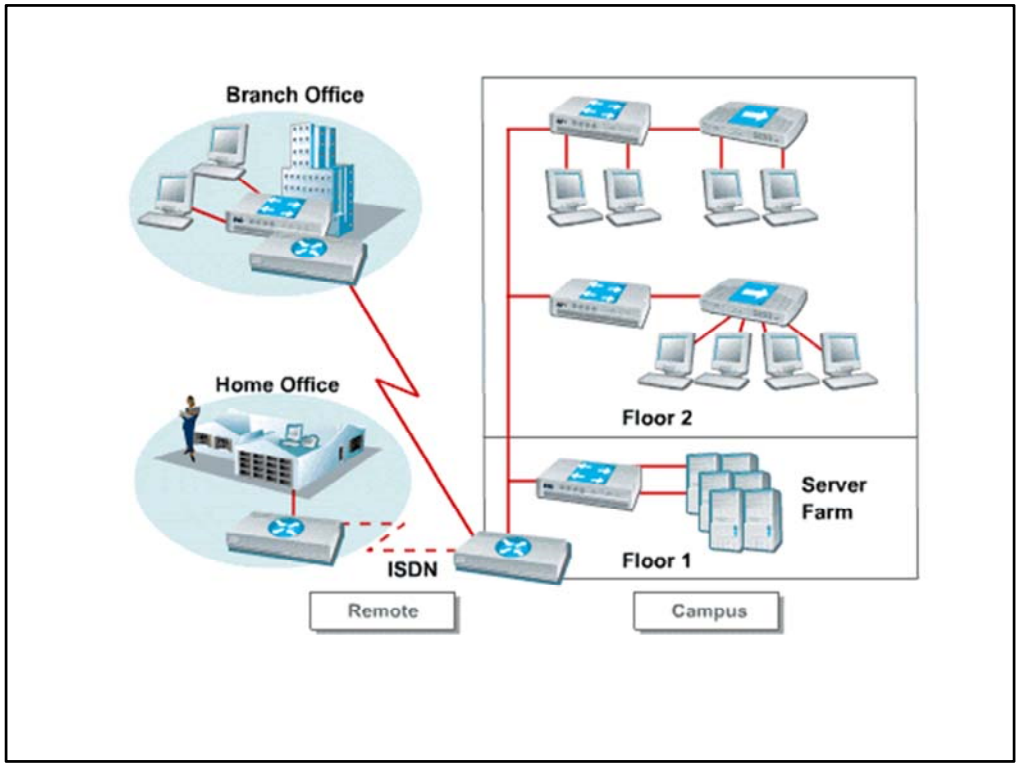

Companies built out expensive hardware and networks. Lots of business information still lived in the big databases that lived only inside the company.

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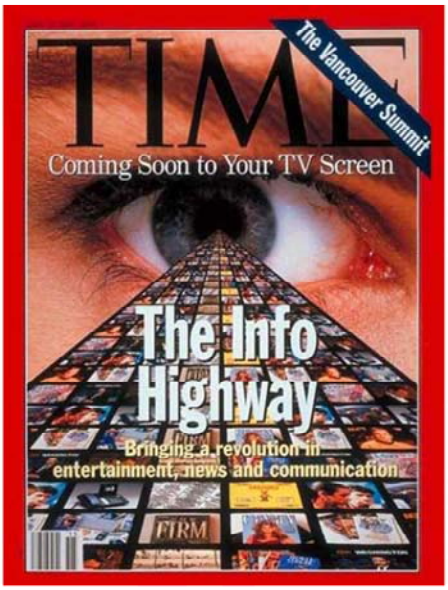

Then a few things happened that led to cloud computing.

First in the massive amount of investment that went into building out the internet backbone so that data transmissions speeds on the internet rivaled the speed of internal networks. And you could get access to the internet in many more places. The infrastructure of the internet was getting well built out.

The second is mobility. People wanting to work from home. The end of the 9to5 workplace. The rise of the blackberry and email so that people are always able to work and communicate wherever they were sitting.

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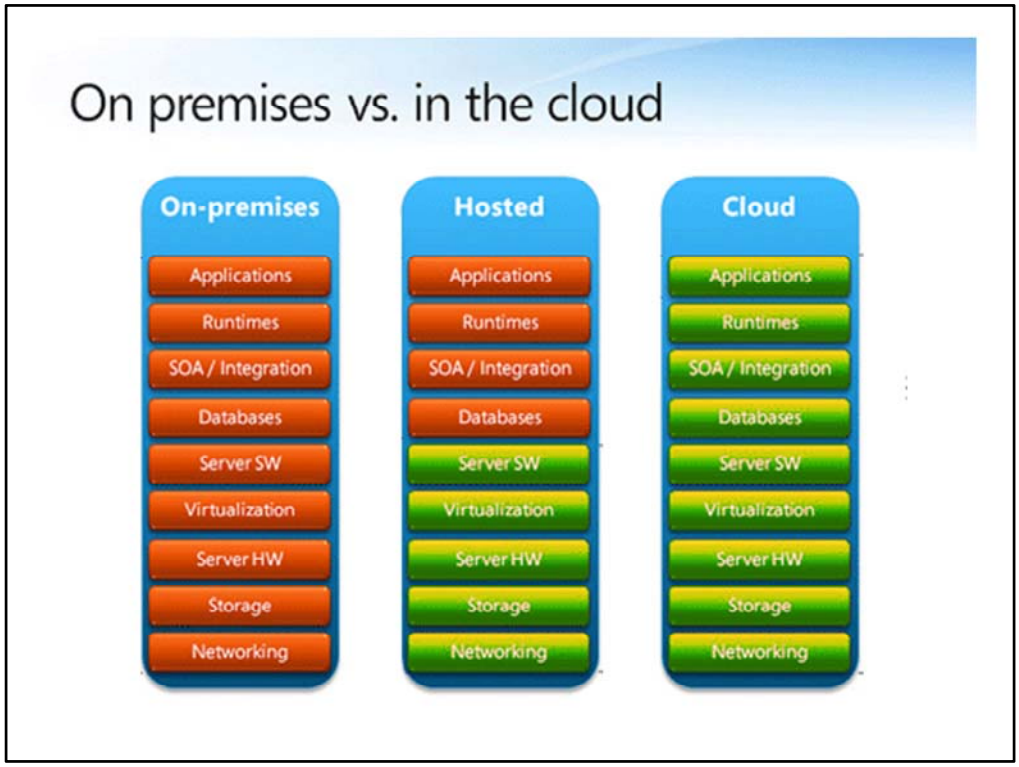

CIOs started looking at all the plumbing and internal infrastructure they have to maintain.

In particular, web retailers and web focused companies were looking at the tremendous resources they had to put into the plumbing. Just to keep things running.

As a business owner, do I offer a competitive advantage because of how I run my email system? No. 90% of the world runs on the same

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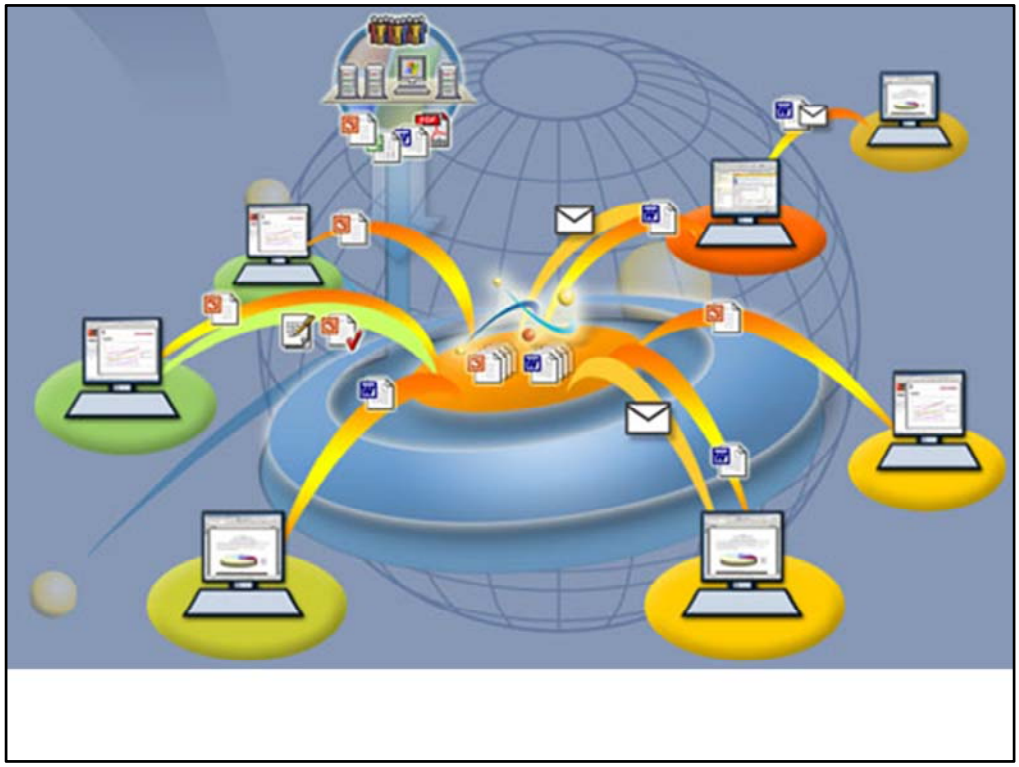

With my document management system, I know that I am saving my document onto a server that is not on my computer. I assume that it is a server inside my office somewhere.

But do I really know where it is?

Disaster recovery requirements post Y2K and post 9/11 required replicating your data off-site.

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All of this stuff is cloud computing.

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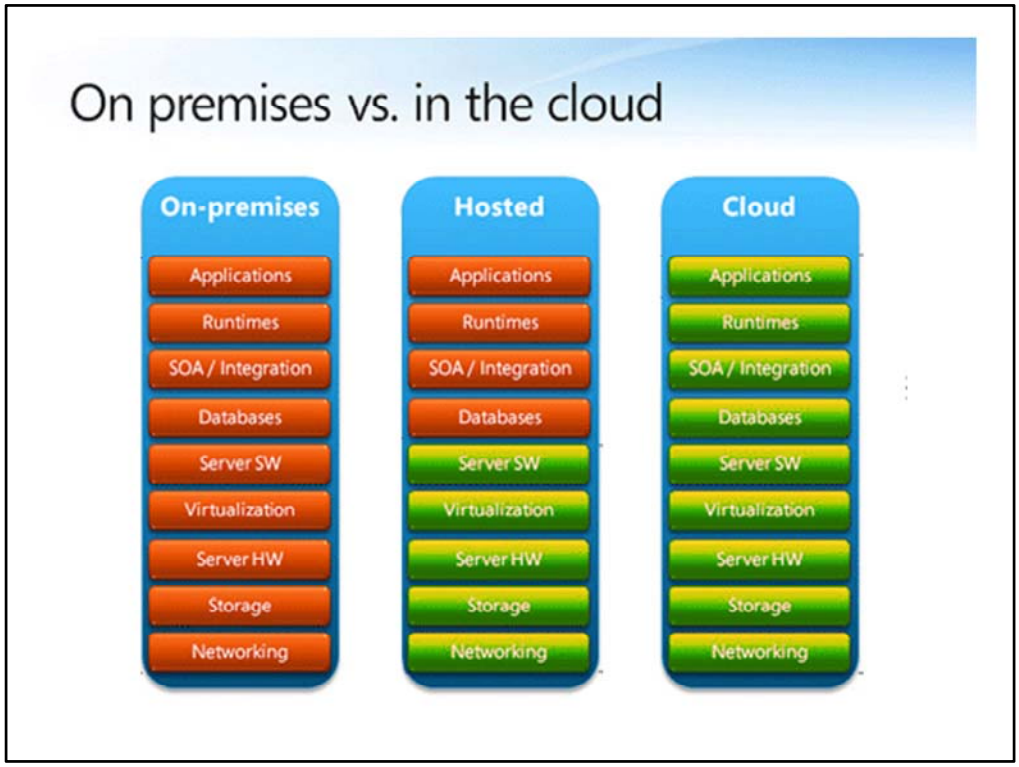

So the seeds are planted for cloud computing.

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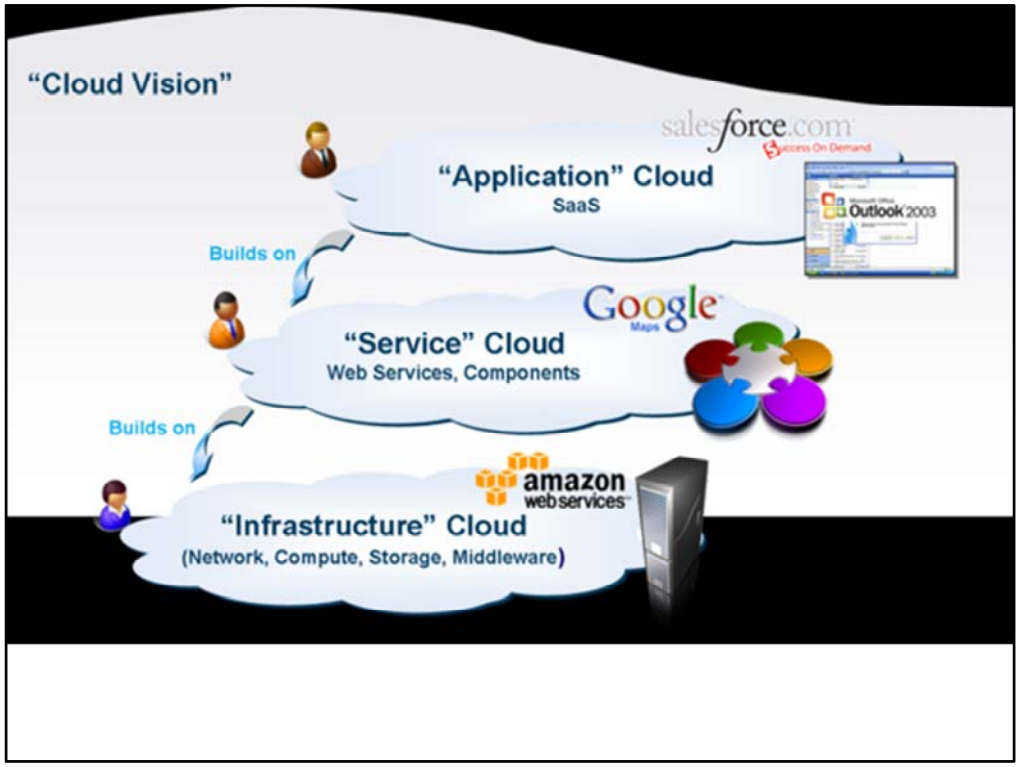

For purposes of Web 2.0, we are talking about Saas. Means that you access everything through a web browser. No software installed on your computer.

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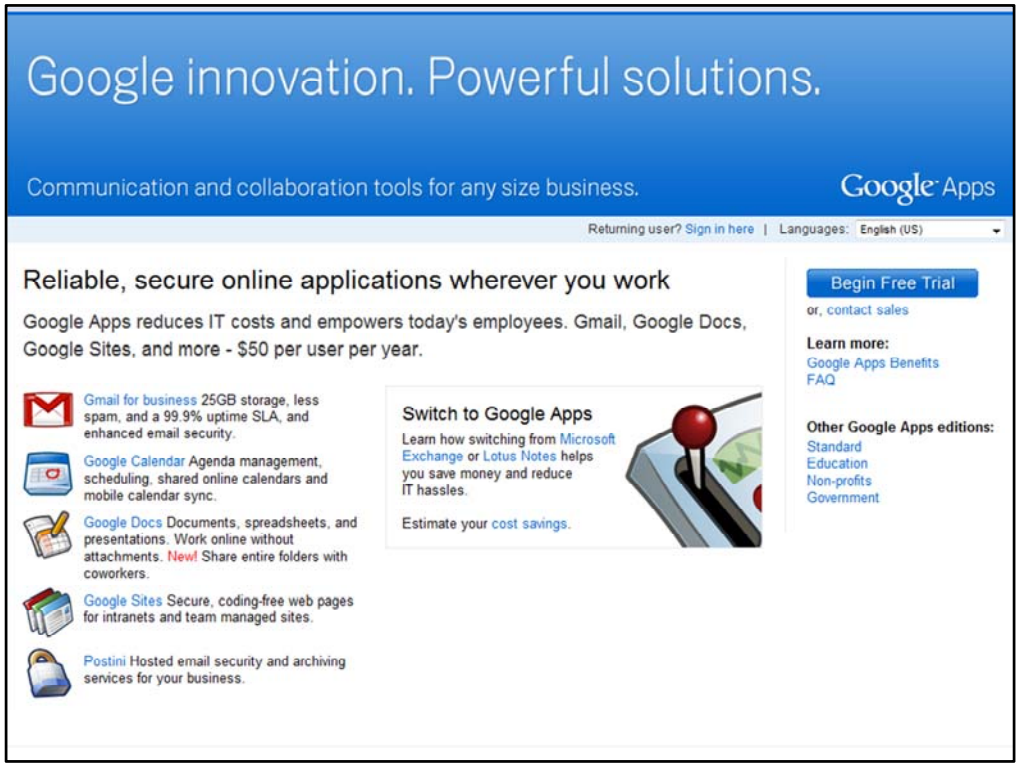

Some of the implications of this, is that it is easier to set up the IT infrastructure for company. You can set up a Google Apps account in minutes for $50 per user per year. You get email, the postini junk email filter, calendars, Docs, and Sites (intranet tool. Shh its wiki)

Google Docs is an online word processing. Word is big bulky program you need to install on your hard drive. All of your documents are sitting on your hard drive.

Standard way. Buy an expensive server buy the expensive exchange and outlook programs. Install and configure outlook on each users computer. Configure a file server so people can save documents to a central location for back up and sharing. Big money, technical, lots of time.

Or get an internet connection and be up and running in minutes.

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Cloud Computing Concerns

- Security
- Internet Access
- Records Management
- Terms of Service
- Investigations
- Geography
- Data Privacy
- Multi-User

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Web 2.0 Policies for Business

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Lets shift the conversation from how this can help you, to how these affect each of your organizations.

As with email 10-15 years ago, companies are expressing concern about how these sites will negatively impact their companies.

Hopefully we showed you some of the great things these sites can do for you. They are powerful.

And you should focus on telling the people within your organizations what they should do and what they should Not do with these tools.

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The federal trade commission just came out with some guidelines limited blogger behavior.

You need to reveal endorsements and consideration given by advertisers or companies.

GeekDad example

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Data privacy is an issues

In the US, most of the focus is on financial information: social security numbers and credit card numbers

In the countries of the European Union, the focus is much more on personal identity information like race and religion. The EU's data privacy laws limit the collection, storage and transmission of that information.

In particular, the transmission to non EU countries that do not have the same protections. Like the US.

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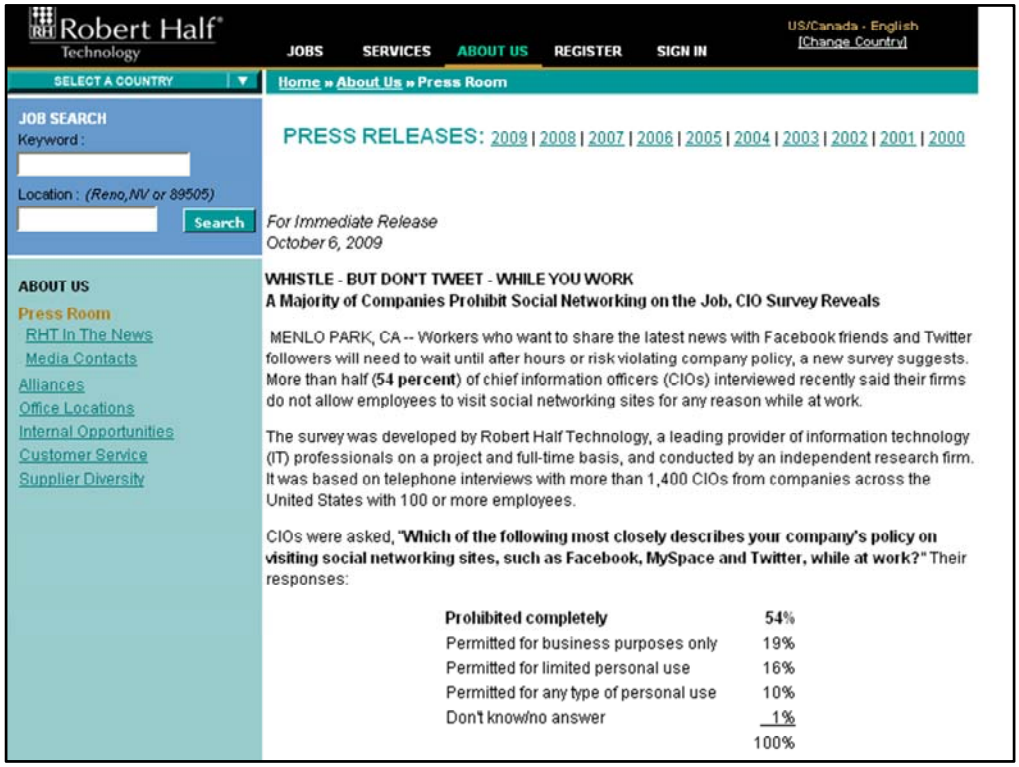

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For Immediate Release
October 6, 2009

WHISTLE - BUT DON'T TWEET - WHILE YOU WORK
A Majority of Companies Prohibit Social Networking on the Job, CIO Survey Reveals

MENLO PARK, CA -- Workers who want to share the latest news with Facebook friends and Twitter followers will need to wait until after hours or risk violating company policy, a new survey suggests. More than half (**54 percent**) of chief information officers (CIOs) interviewed recently said their firms do not allow employees to visit social networking sites for any reason while at work.

The survey was developed by Robert Half Technology, a leading provider of information technology (IT) professionals on a project and full-time basis, and conducted by an independent research firm. It was based on telephone interviews with more than 1,400 CIOs from companies across the United States with 100 or more employees.

CIOs were asked, "**Which of the following most closely describes your company's policy on visiting social networking sites, such as Facebook, MySpace and Twitter, while at work?**" Their responses:

Prohibited completely	**54%**
Permitted for business purposes only	19%
Permitted for limited personal use	16%
Permitted for any type of personal use	10%
Don't know/no answer	1%
	100%

Have companies embraced Web 2.0.

Mostly No.

This company ran a survey and found that ½ of the companies prohibit web 2.0 on the job.

1,400 CIOs from companies with more than 100 or more employees.

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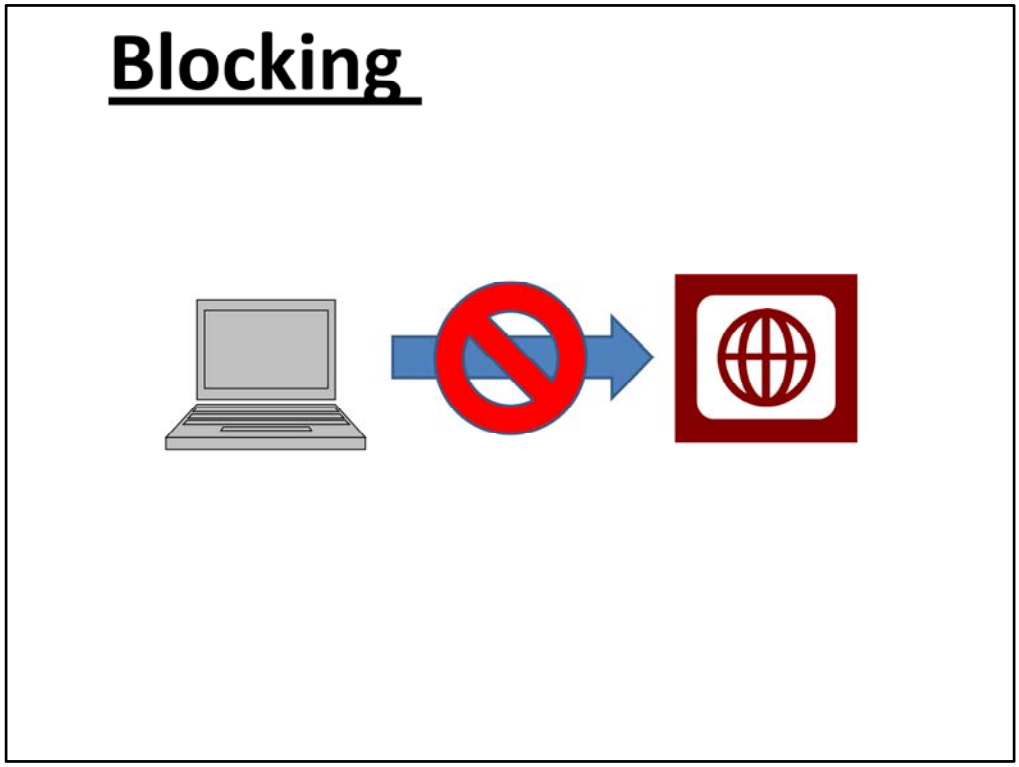

More than prohibiting access, companies are denying access to Web 2.0 sites.

They are blocking access

I ran an informal study of law firms and found that 1/3 block access to some popular Web2.0 sites like Facebook, YouTube and MySpace.

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Is Blocking Effective?

Blocking is not effective

Employees do not need the office to access the internet.
You can access these sites mobile devices

There are many ways to connect and use Web 2.0 sites.

Cheap internet access is available in most homes.

If you identify yourself as an employee of your company, that affects the company. Even if you do not identify yourself as an employee of the company, people may still know the link or can find the link to the company.

Anonymity often gives people a false sense of security that has them say things they would not say if it was clearly associated with them.

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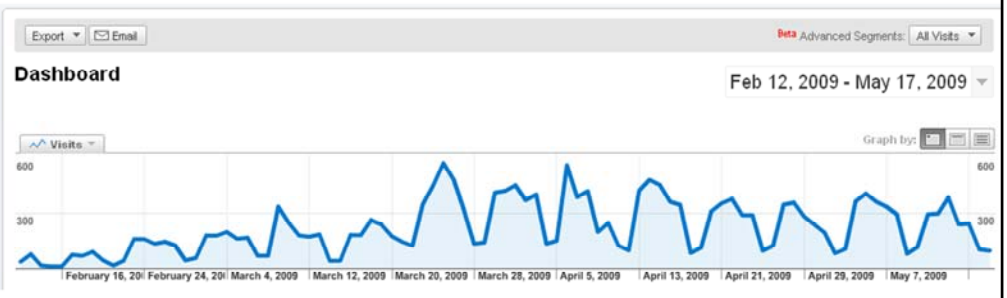
Workday Consumption



I don't think blocking is effective and I don't think it's a good thing.

This is a traffic report for my blog: Compliance Building

See the peaks and valleys.

[_] Anyone want to guess what causes the valleys?

The valleys are the weekends and holidays, the peaks are workdays.
This content is being consumed as part of people's workday.

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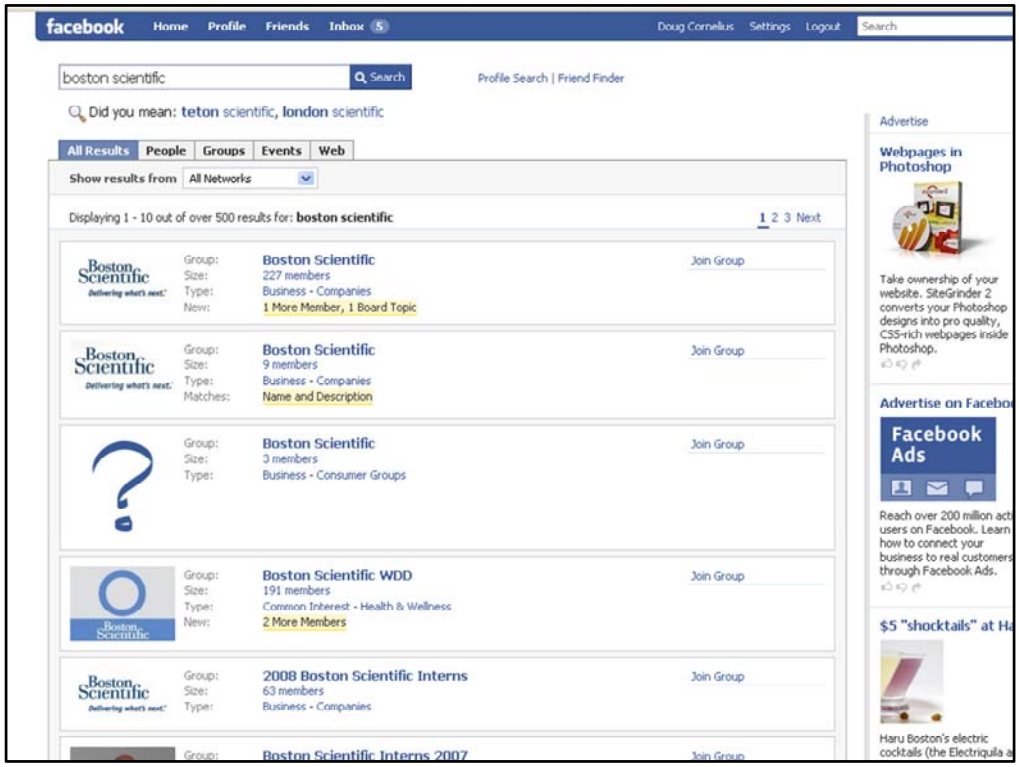

Companies are using Facebook in recruiting and intern programs.

[ ] Do you think this a good idea?

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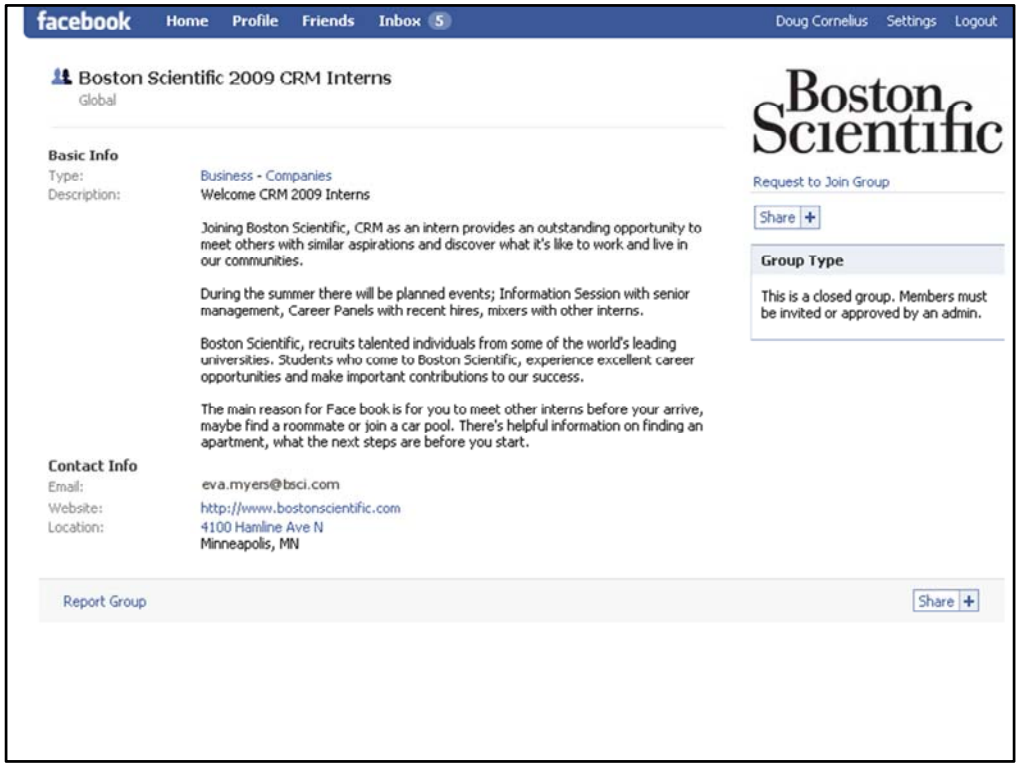

Make sure your company grabs control.

Boston Scientific established this Facebook group and decides who gets in and out.

They want to control their trademark.

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Compare this to Staples in Twitter. Some yahoo grabbed the handle.

What I think companies do, even if they don't have a policy or a plan for social media, At a minimum they should claim your brand.

You don't want someone squatting on the name. Control the handle.

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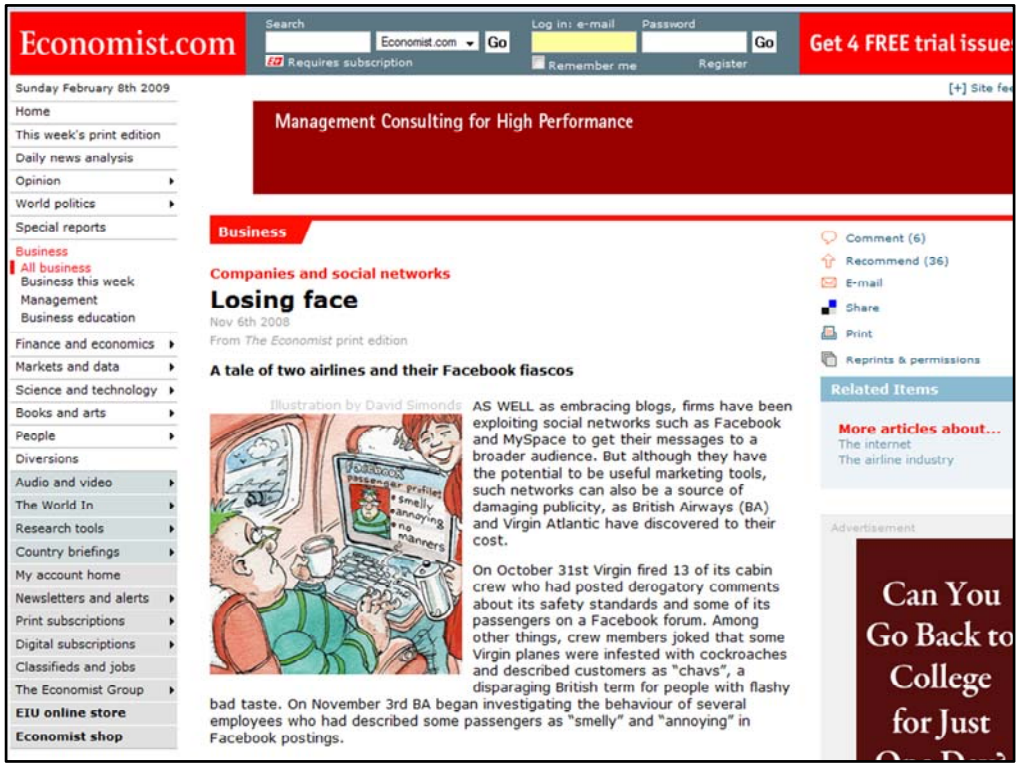

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Companies and social networks

Losing face

Nov 6th 2008

From *The Economist* print edition

A tale of two airlines and their Facebook fiascos

Illustration by David Simonds

AS WELL as embracing blogs, firms have been exploiting social networks such as Facebook and MySpace to get their messages to a broader audience. But although they have the potential to be useful marketing tools, such networks can also be a source of damaging publicity, as British Airways (BA) and Virgin Atlantic have discovered to their cost.

On October 31st Virgin fired 13 of its cabin crew who had posted derogatory comments about its safety standards and some of its passengers on a Facebook forum. Among other things, crew members joked that some Virgin planes were infested with cockroaches and described customers as "chavs", a disparaging British term for people with flashy bad taste. On November 3rd BA began investigating the behaviour of several employees who had described some passengers as "smelly" and "annoying" in Facebook postings.

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Can You Go Back to College for Just

There are good reasons for having a Web 2.0 policy and educating your employees about the policy.

This past fall, flight attendants for British Airways complained that their passengers were “smelly” and “annoying” on Facebook.

Separately, employees of Virgin Atlantic posted derogatory comments about safety standards for the airline and described their customers as “chavs.”

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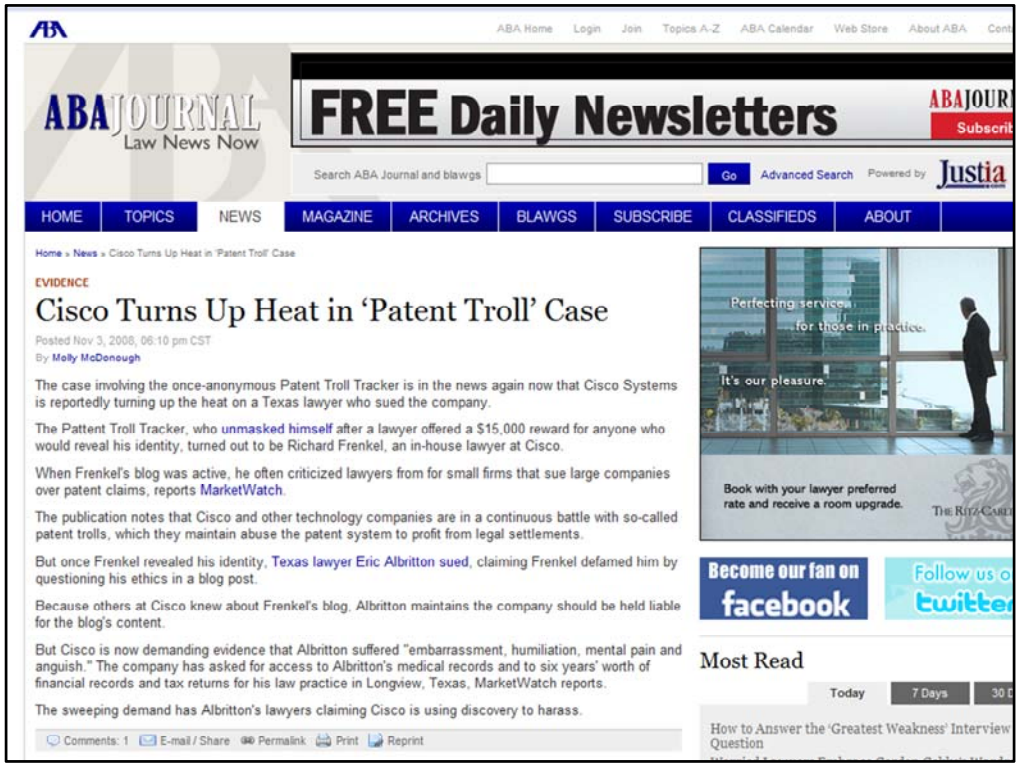

What about anonymity? Is that an effective shield?

Another example is the previously anonymous blogger on the Patent Troll Tracker blog. The blogger anonymously attacked law firms and companies that he thought abused the patent system.

The blogger finally got unveiled as an employee of Cisco. That caused a bunch of legal action on Cisco.

By the way Cisco embraced the blogger and had a great web 2.0 policy. They decided to change the policy and stop anonymous blogging.

You may also notice that the ABA Journal, the main publication for the American Bar Association, has a presence on Facebook and Twitter.

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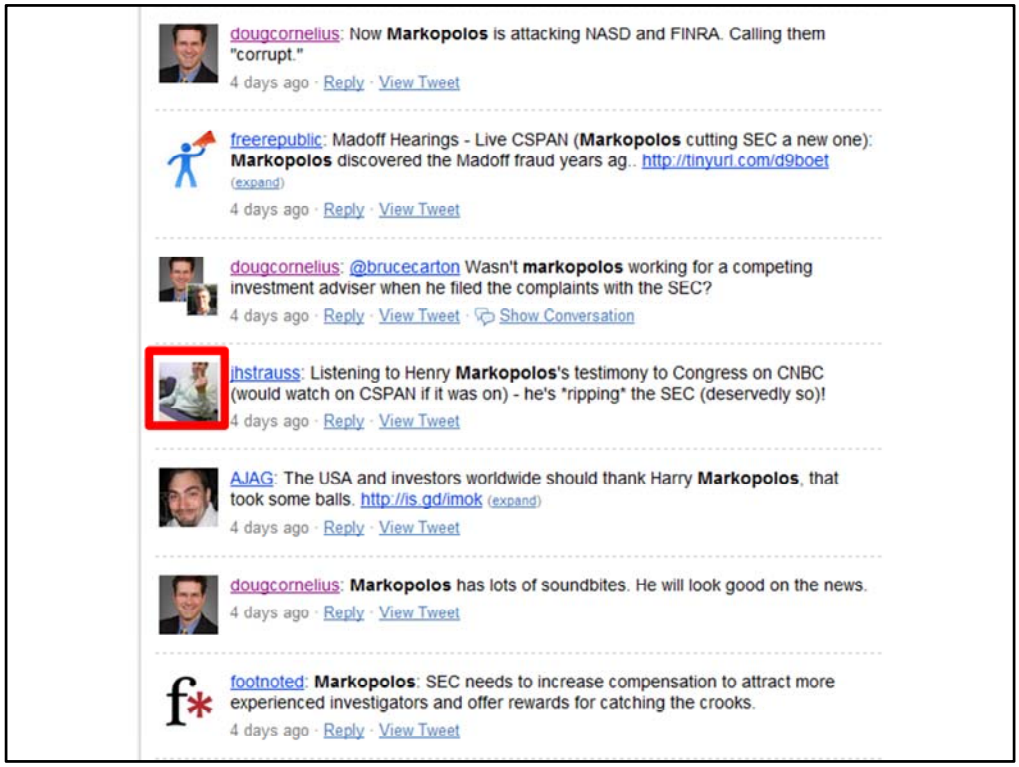

How do you identify yourself on these sites?

This is a portion of Twitter stream from a few months ago. I was having a conversation on Twitter with some folks watching an SEC hearing about the Madoff scandal and what the SEC failed to do.

Lets take a look at this guy here.

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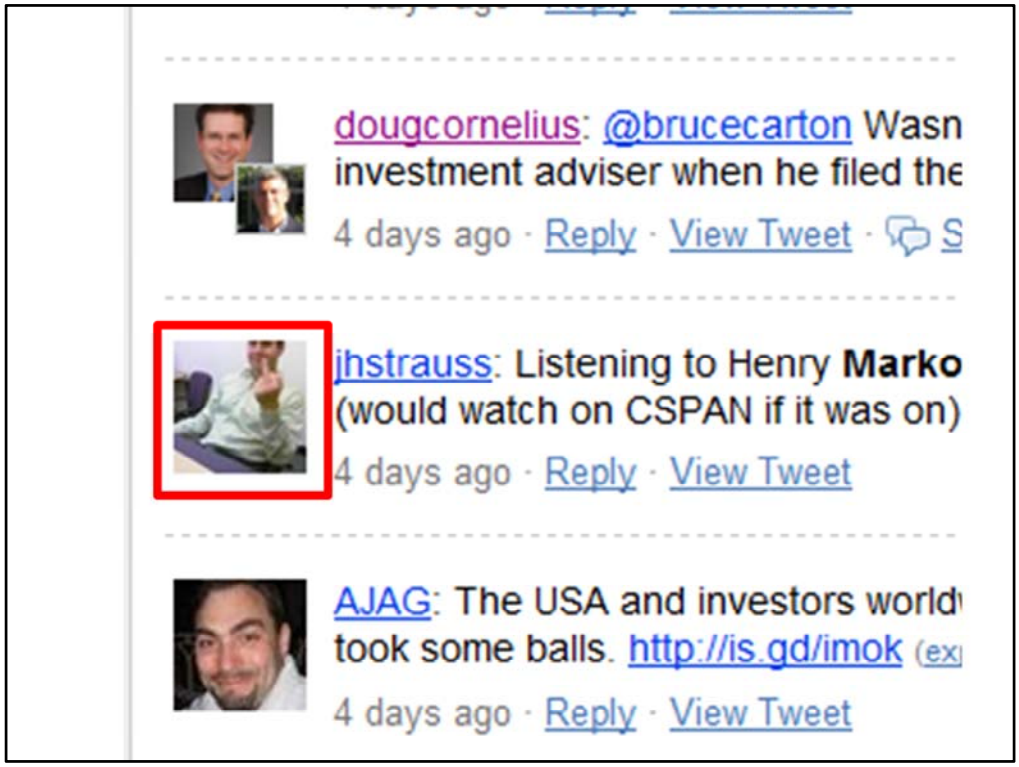

Zoom in

You can see that twitterer expressing his displeasure by raising his middle finger.

Probably not what you want to be using as your profile picture.

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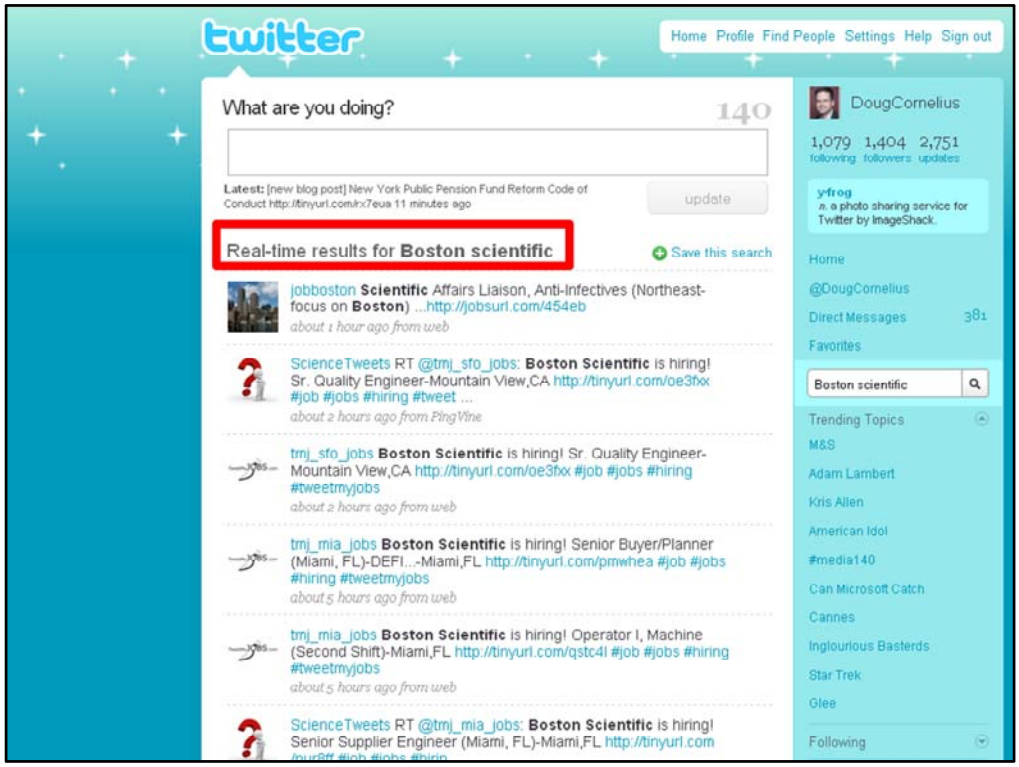

I think you should monitor what people are saying about you.

Monitor your brand. People are saying things about your companies.

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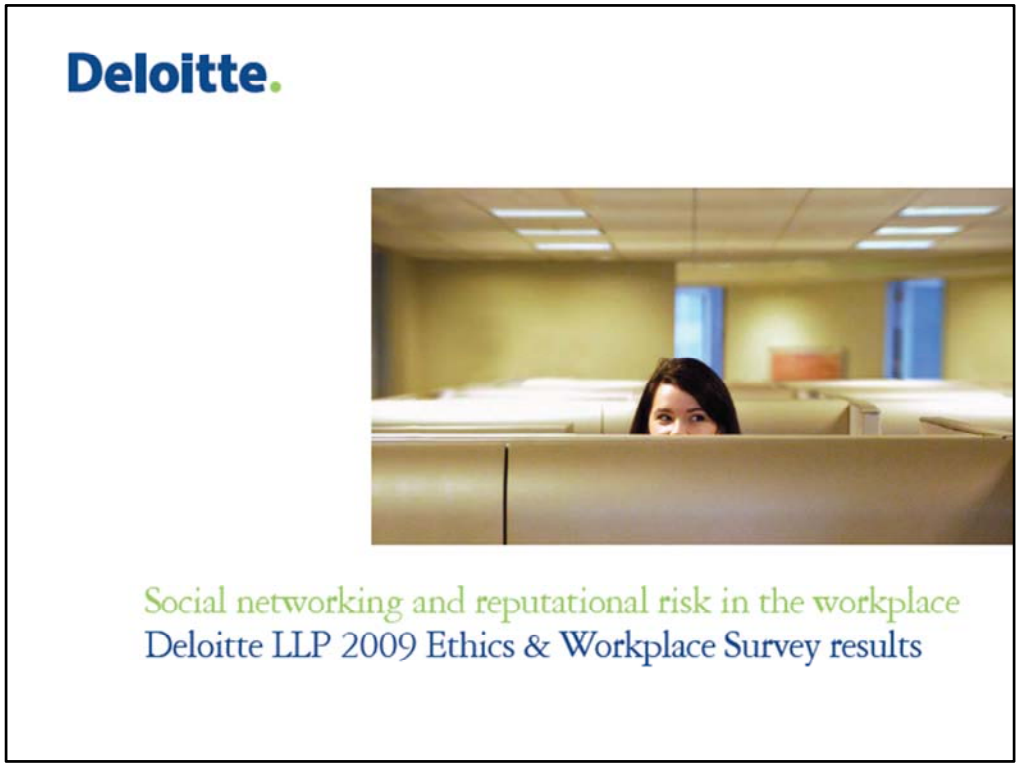

Deloitte came out with an interesting survey on social networking in the workplace

Thanks to a colleague who sent me a link through Twitter who sent it to me first.

It has also popped up in some other blogs and social media sources.

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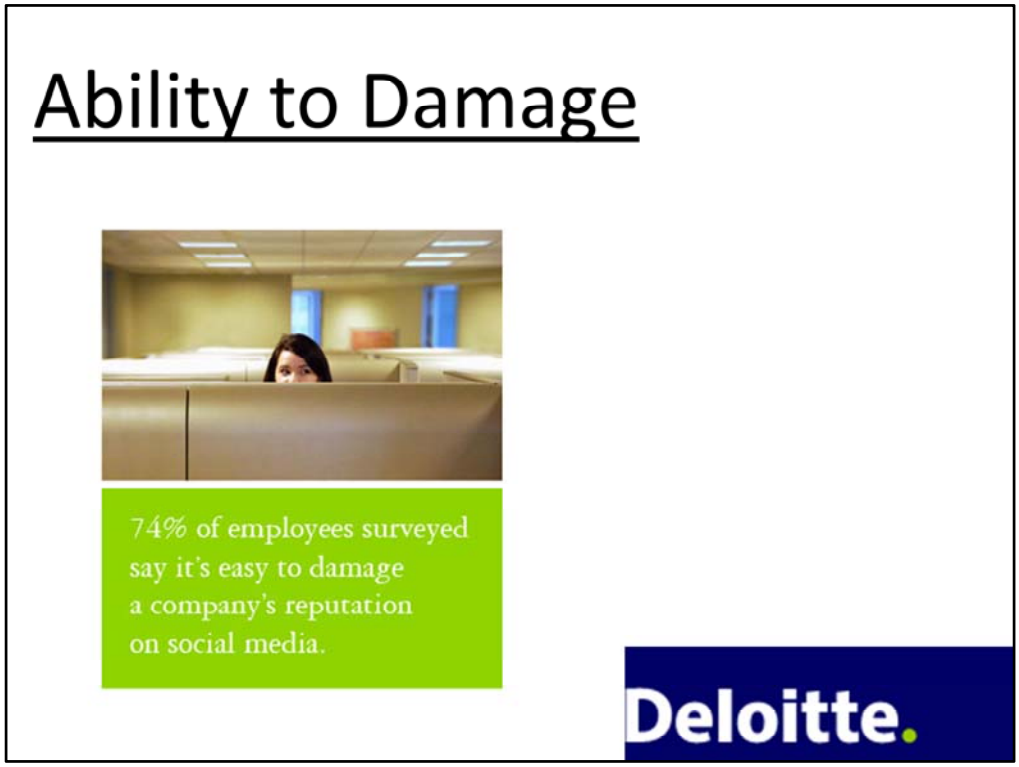

74% said its easy to damage a company's reputation on social media.

I am more concerned about the other 26% that think they can't cause damage.

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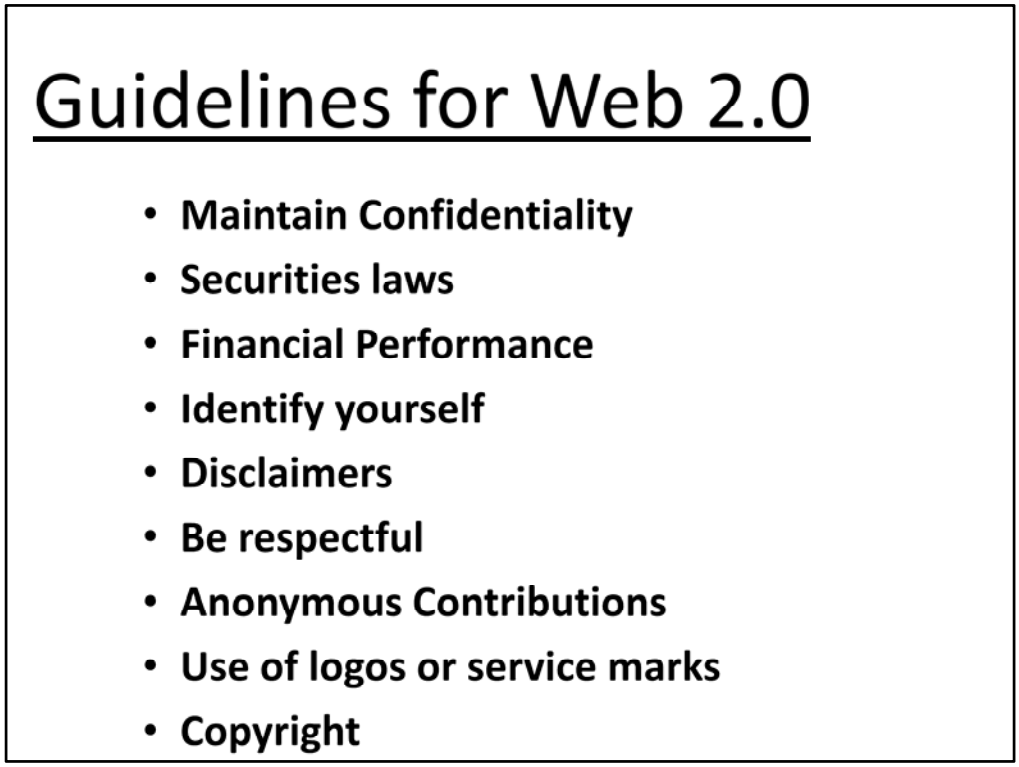

Here are some guidelines when creating and/or publishing content online:

Maintain Confidentiality. Identities of our investments, investors and business partners must be held in confidence to the extent appropriate for that relationship.

Securities laws. It is very easy for these types of communication to violate securities laws.

Financial Performance. Do not make statements about the financial performance of the company.

Identify yourself. If you are commenting or publishing on topics related to your job, identify yourself as an employee of the firm.

Disclaimers. You should make it clear that you are expressing views that are your own and not those of the Company.

Be respectful of your colleagues, the Company, and our competitors. Rumors and gossip spread like wildfire on the Internet. Do not contribute anything that violates the Company's sexual harassment policy or similar human resources policies.

Copyright. Comply with copyright laws. "fair use" doctrine is rarely a useful defense in the commercial contesxt

Use of logos or service marks. The company's logo or service mark cannot be used without the written permission of the General Counsel.

Anonymous Contributions. The same cautions and restrictions on communications apply to supposedly "anonymous" blogs, comments, or posts, since there almost nothing is truly anonymous on the internet.

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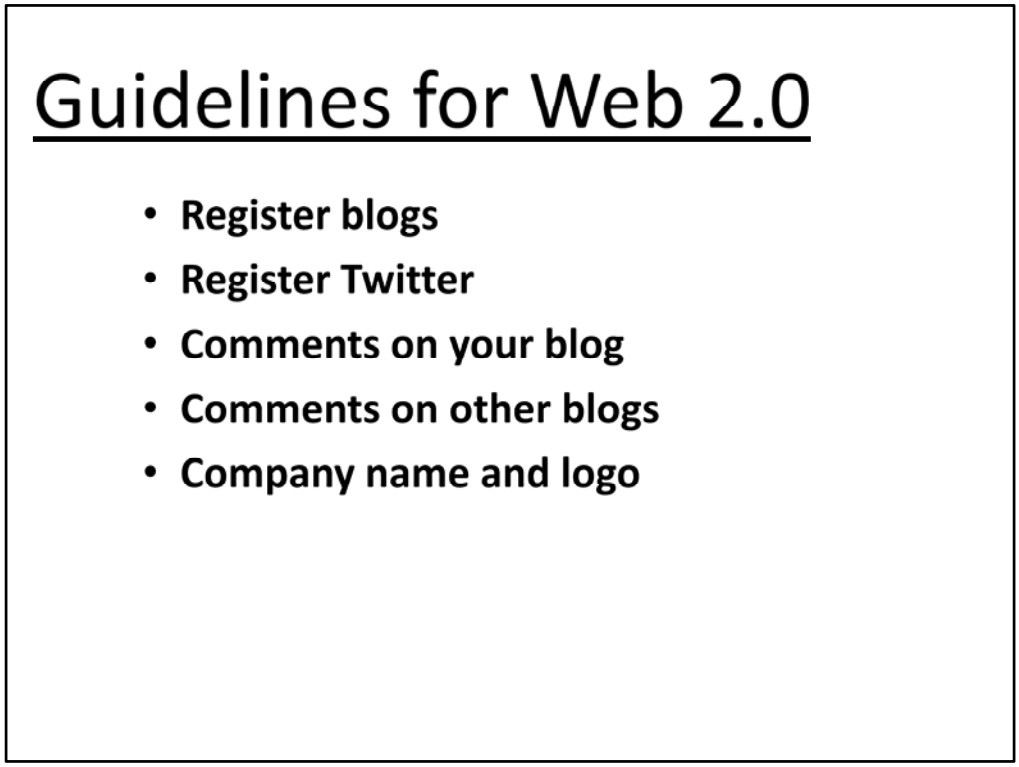

Here are some guidelines when creating and/or publishing content online:

Register Blogs. Particularly if the bog content is related to their job, the company or the industry. Up to you if its approval process. What you really want is to know it exists. Have someone in legal or compliance subscribe and make sure it is complying with your policies.

Register Twitter. Since twitter is micro-blogging, monitor the feed.

Comments on your blog. Some do not allow comments. I think they give great feedback. And allow you to connect with people interested in the topic.

Comments on other blogs. Treat comments on other blogs with the same policies as if the comment were a post on your blog.

Company name and logo. For blogs by individuals, you probably want to discourage using the company name in the URL of the blog and discourage use of the company logo. Employees come and go. You would not want an ex-employee (especially a bitter one) using your company's intellectual property.

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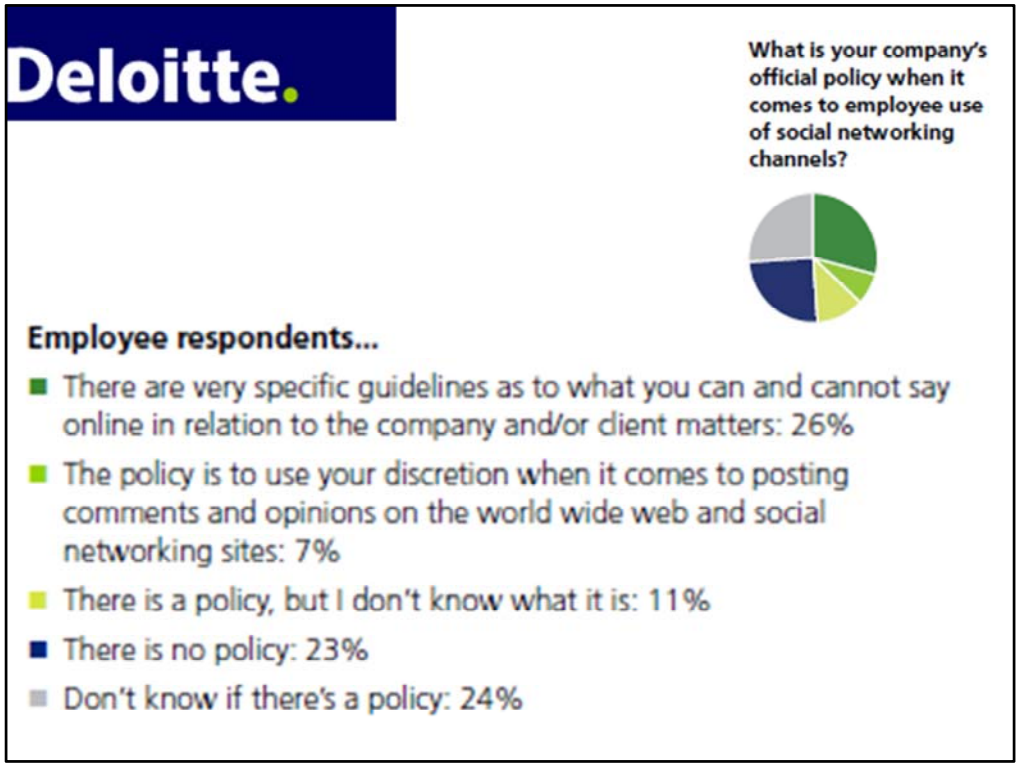

If you don't have policy, you are not alone.

A third have a policy.

I like that 10% knew there was policy but did not know what it is.
And 24% that did not know if there was a policy.

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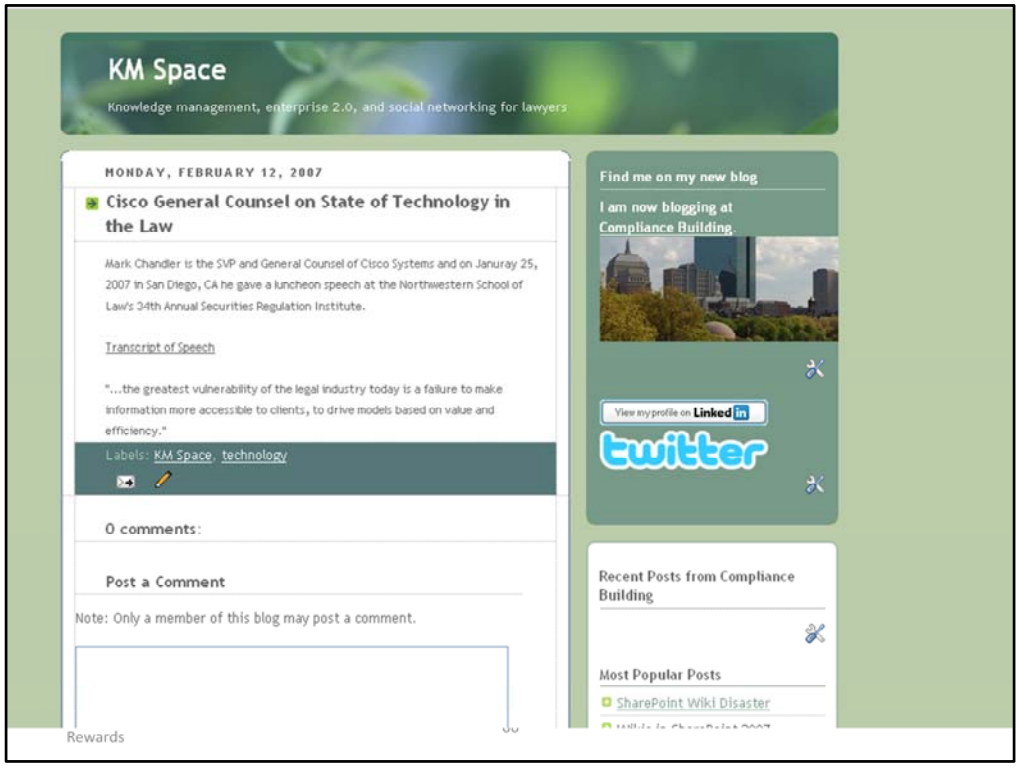

One of the reasons I set up a blog initially was to capture information I needed to do my job.

This speech by the head lawyer at Cisco was very influential. I wanted a way to find it again when I needed it.

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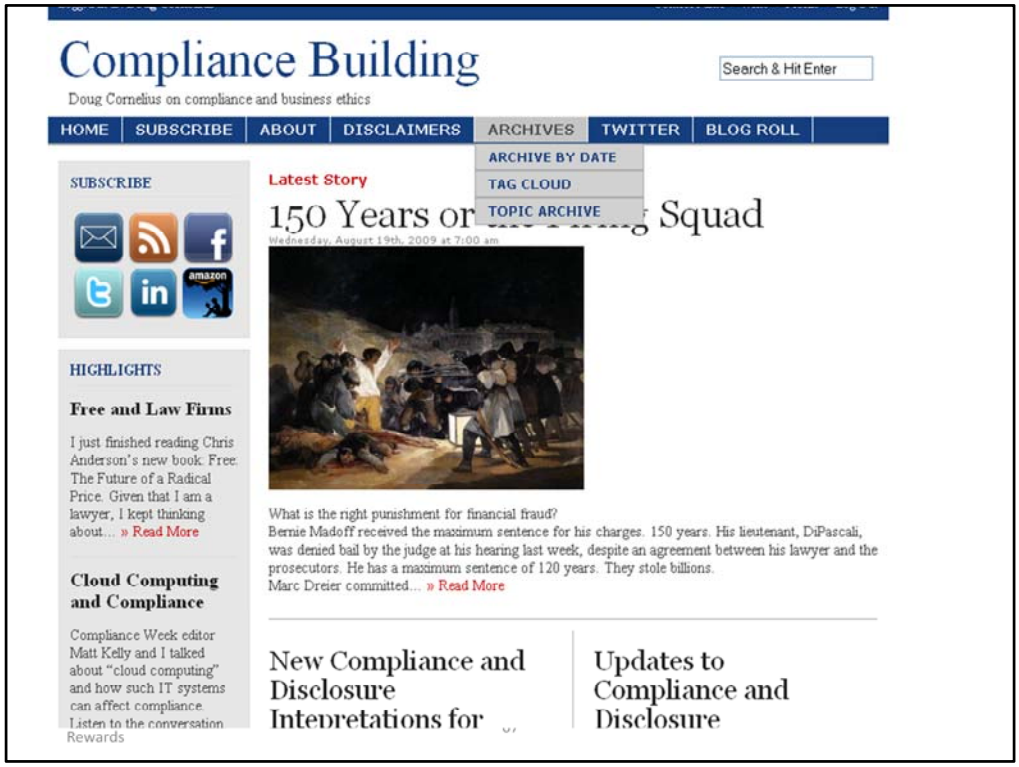

One of the reasons I continued blogging was to capture the information I need to do my job and being able to find and reuse it.
The blog to gives me the ability to organize the posts, by date, specific topics and tags. It also has a robust search feature.

I am the biggest consumer of my blog's material. That anyone reads the blog is a by-product. It's not the core reason for doing it.

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If I remember when I wrote something, I can find it by date. It also helps identify that the information was only good as of that date. Things change.

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I organize by the big topics. So these are the latest posts on Insider Trading

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Then I can get more detailed using tags, adding a different dimension to the organization and more detailed organization

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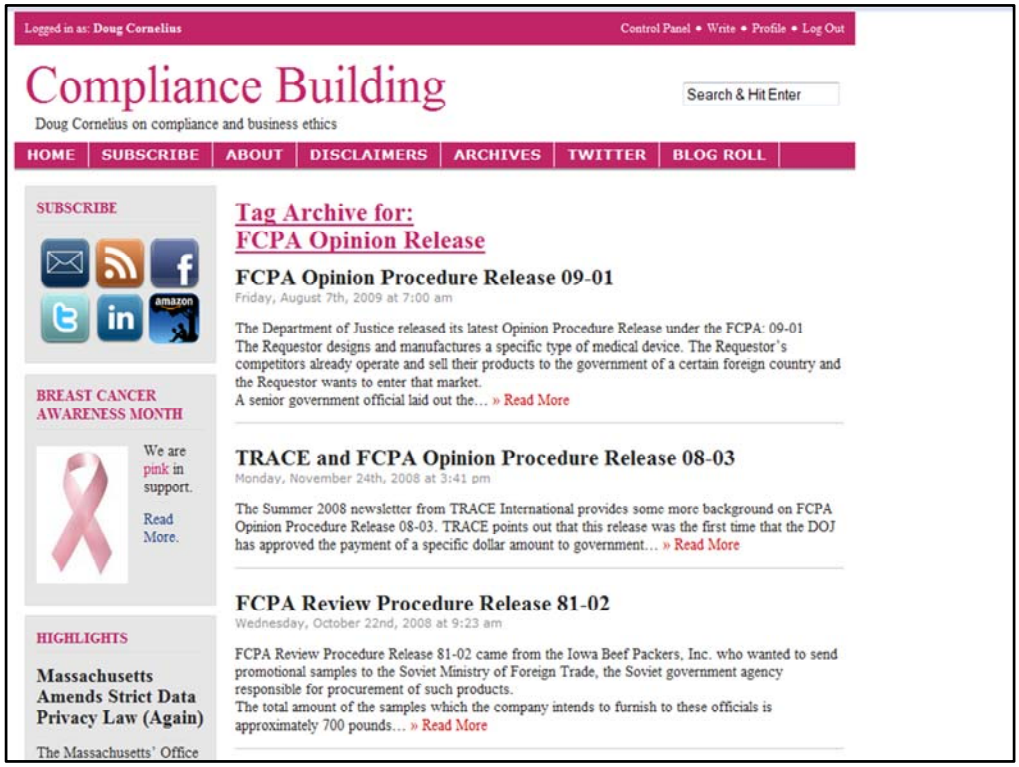

If you follow the FCPA Opinion release tag, you see my summary of those very particular rulings from the department of justice.

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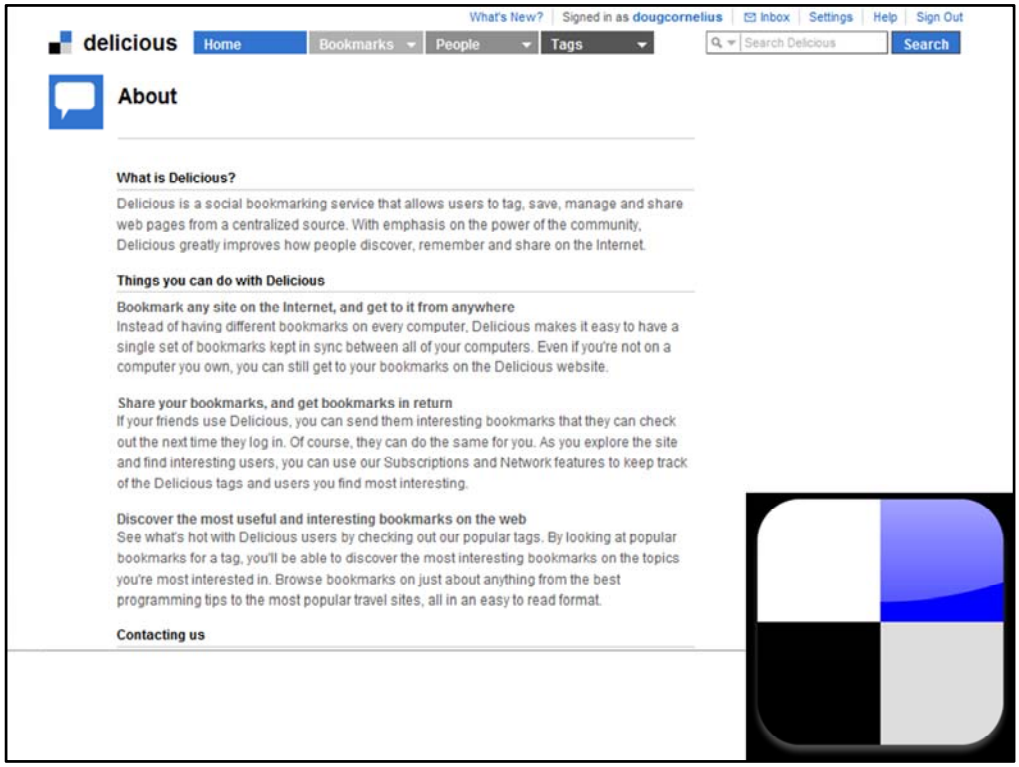

Speaking of tags, have you covered Delicious?

I great place to just collect sites with useful information.

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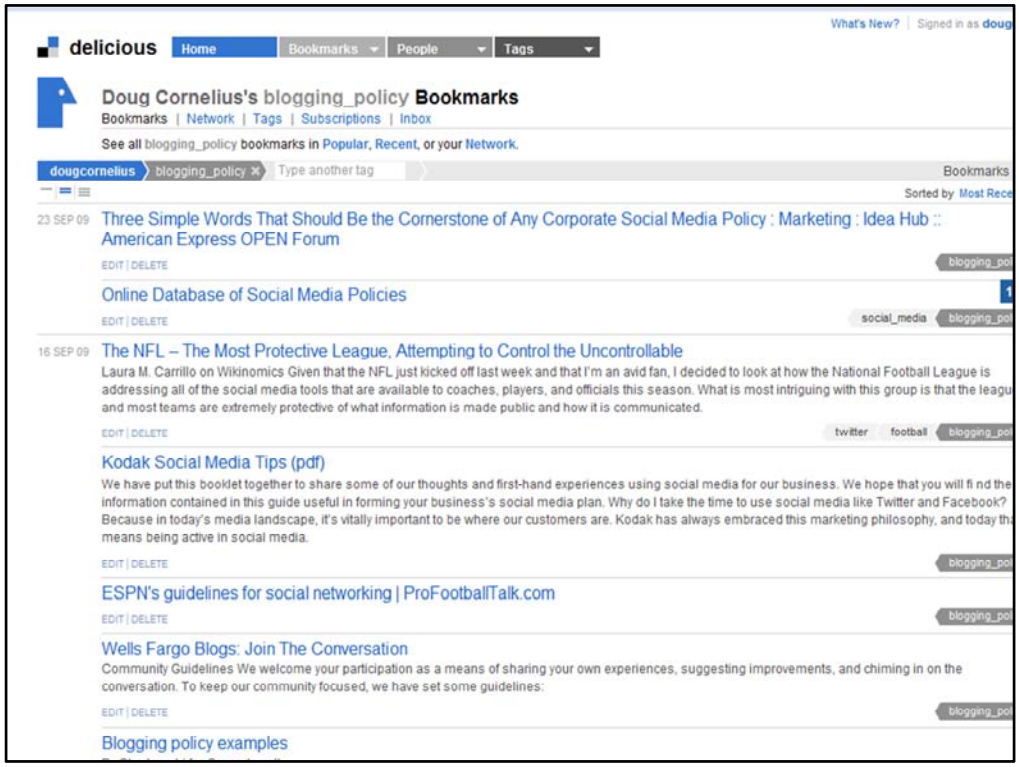

One thing I use it for is to collect examples of blogging/ Web 2.0 policies an useful articles on what you should include in a policy.

They are organized for me. But they are publicly available so it is easy to share with other people.

If someone asks me, I can share my collection by just sending them the URL.

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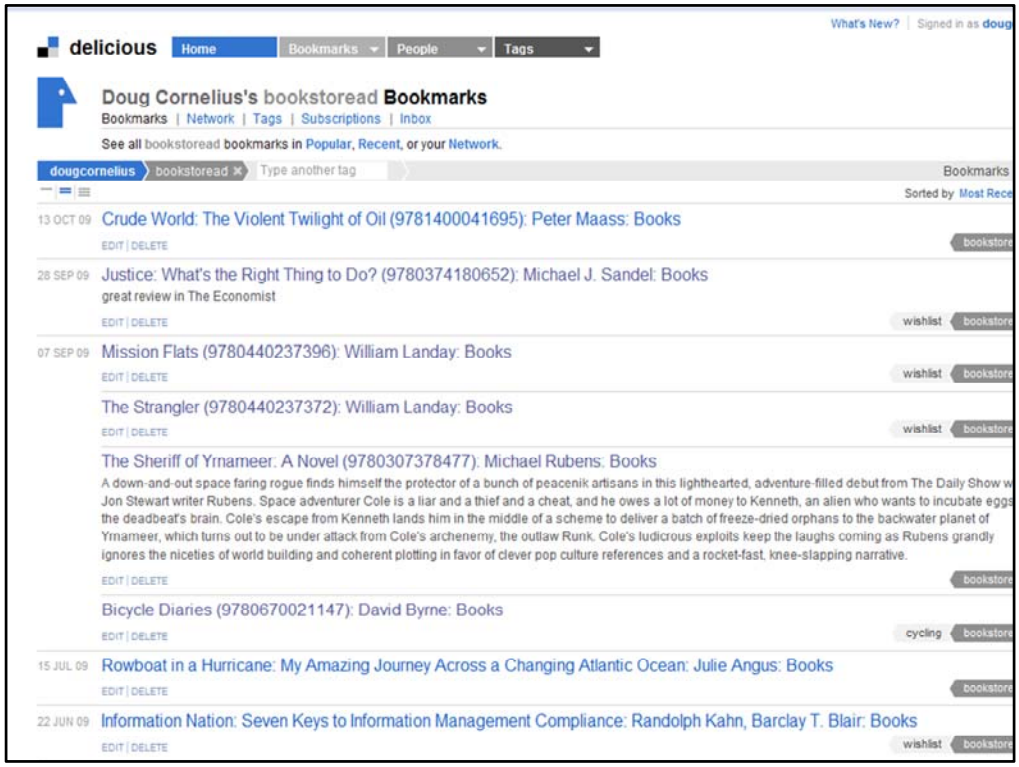

Another for books I want to read.

If I see a review I tag the review or tag the book itself in Amazon.

Since its in the cloud I can pull it up on my iphone. So if I'm in a bookstore or library, I can see the books on my list.

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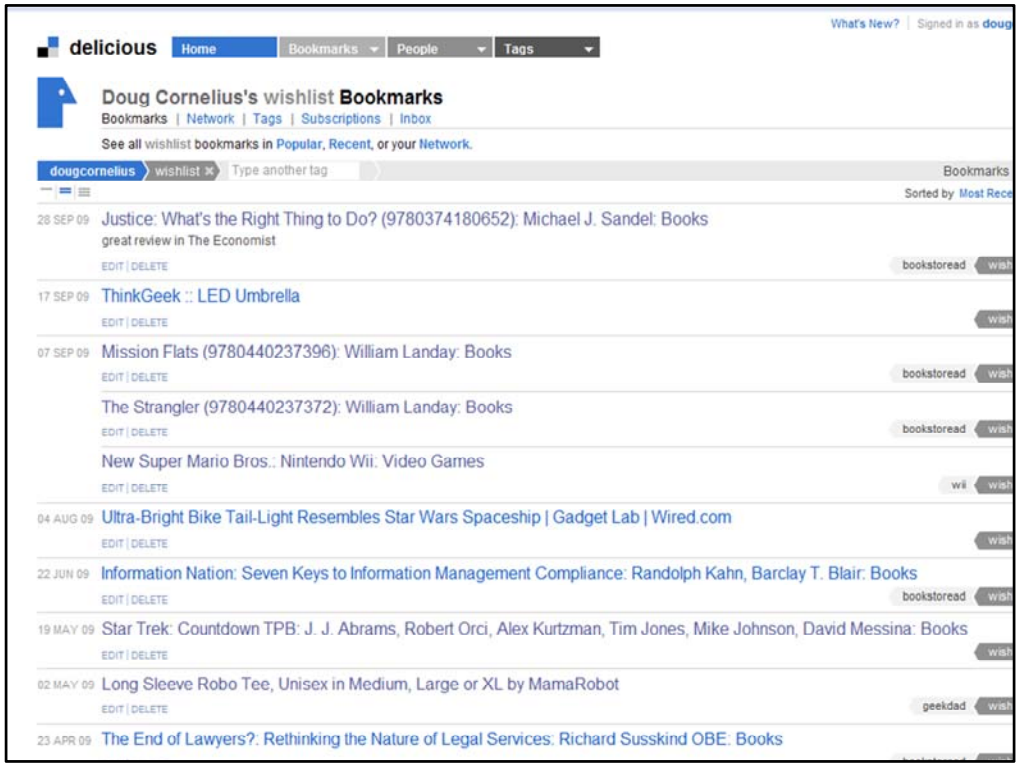

Another example, is Christmas time. My mom and stepmom still ask me for a christmas wishlist.

How about a Delicious tag for that. I have a “wishlist” tag.

Of course I use if for myself, when I see something I want to get. You can see there is some overlap with the books to read list.

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I do some similar things with Twitter. Although I have come to find that it is not very good at retrieving information.

I post things that interest me, presumably my twitter followers are interested in at least some of that.

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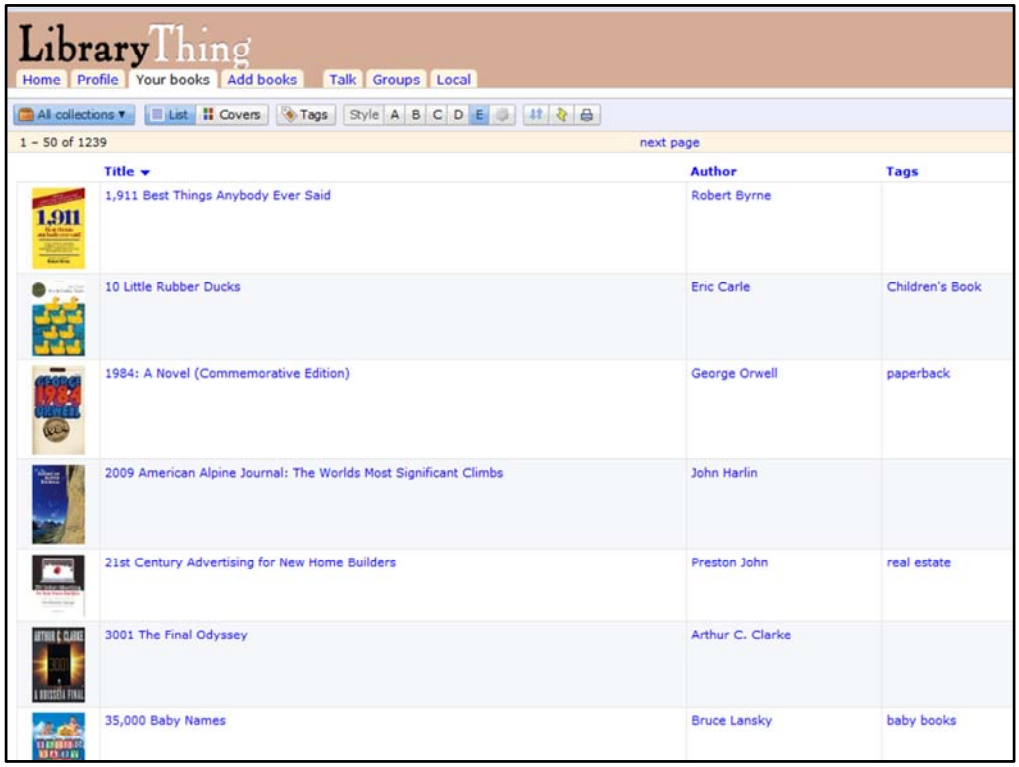

My personal library.

I use a web 2.0 tool, Library Thing to keep track of the books in my library.

[Compare to Shelfari and limitations to Amazon books]

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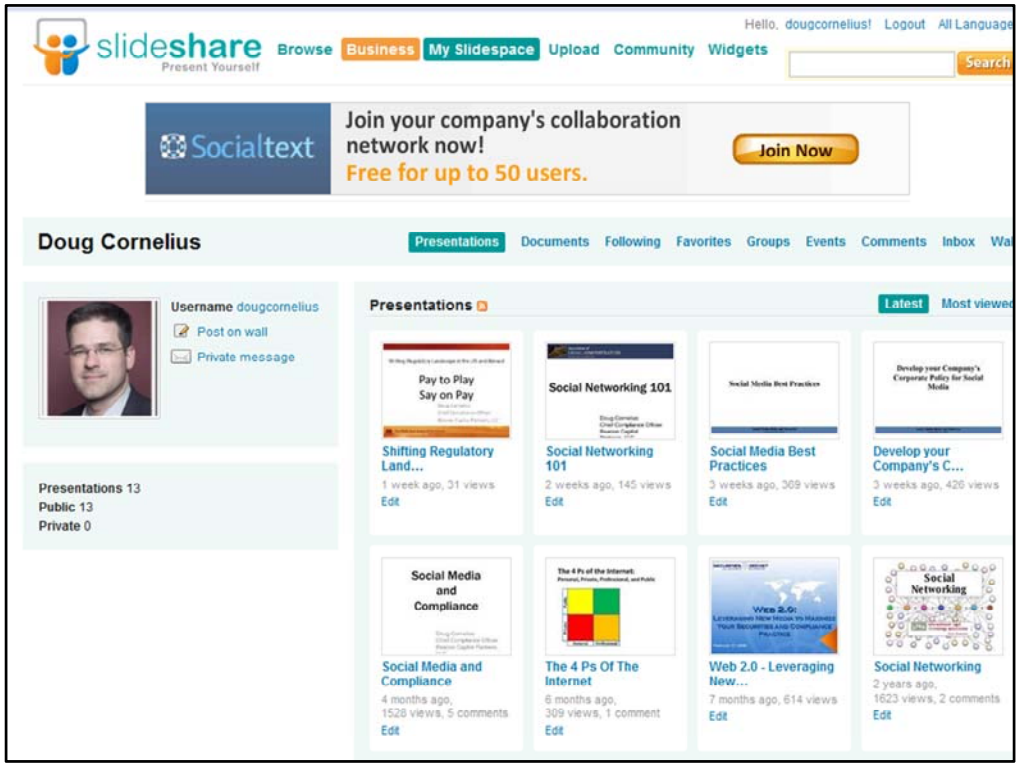

Presentations.

I used Slideshare. It ends up being an advertisement for me. But its also a way me to collect my presentations, reuse them, publish them

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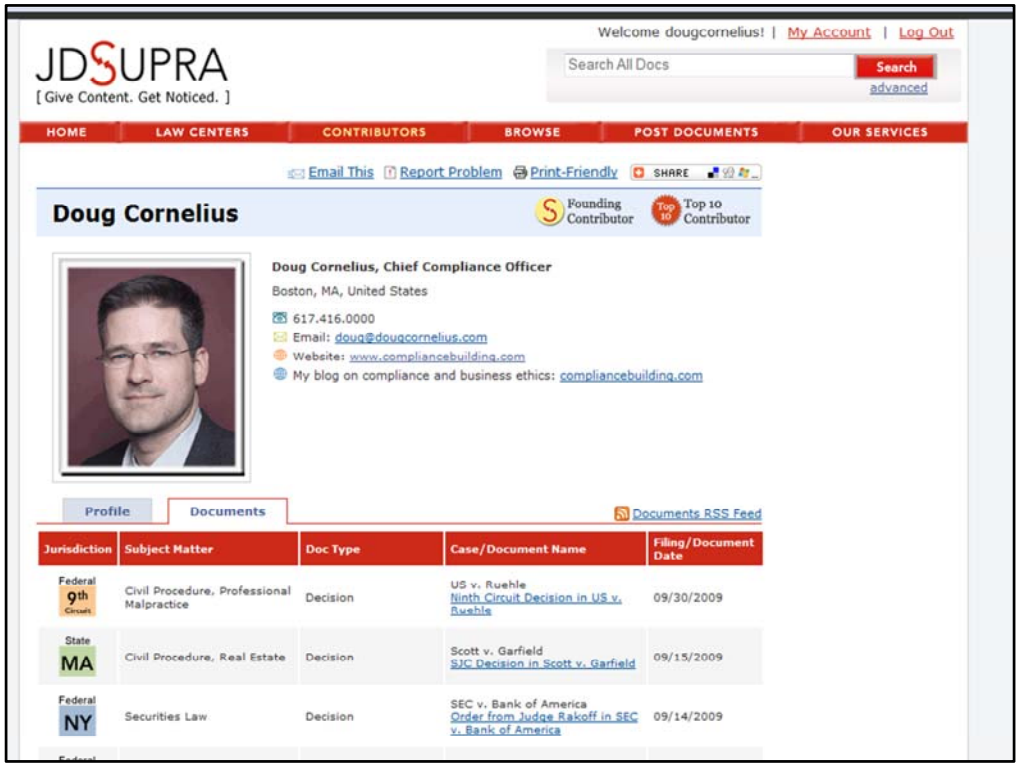

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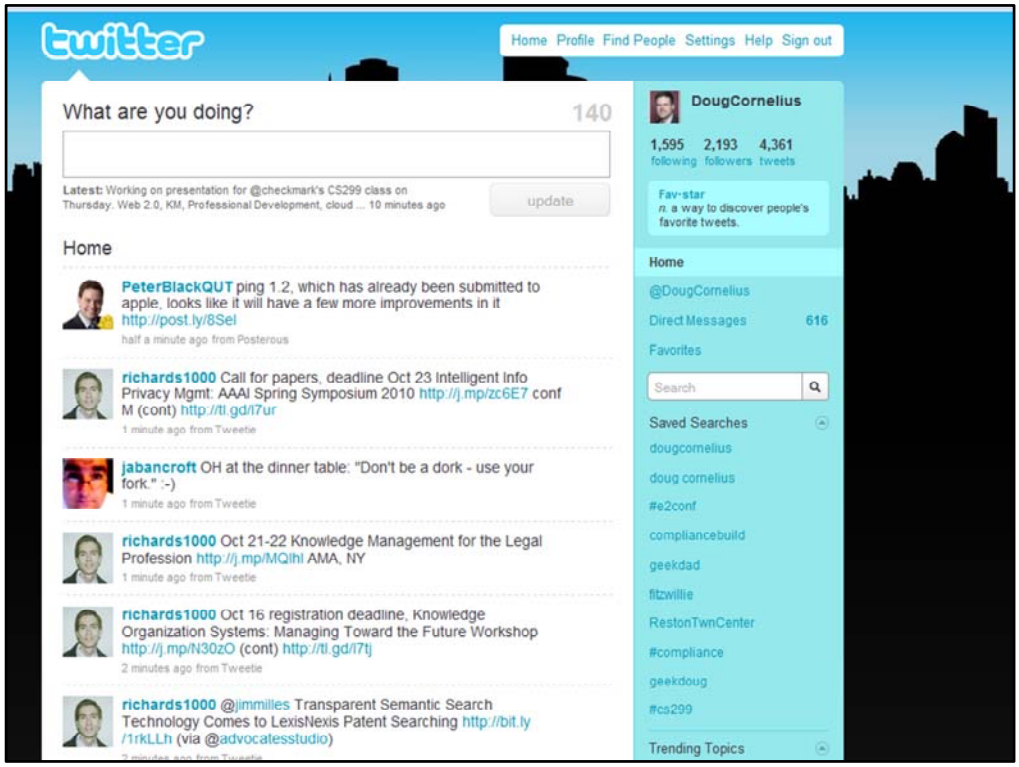

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Professional Networking

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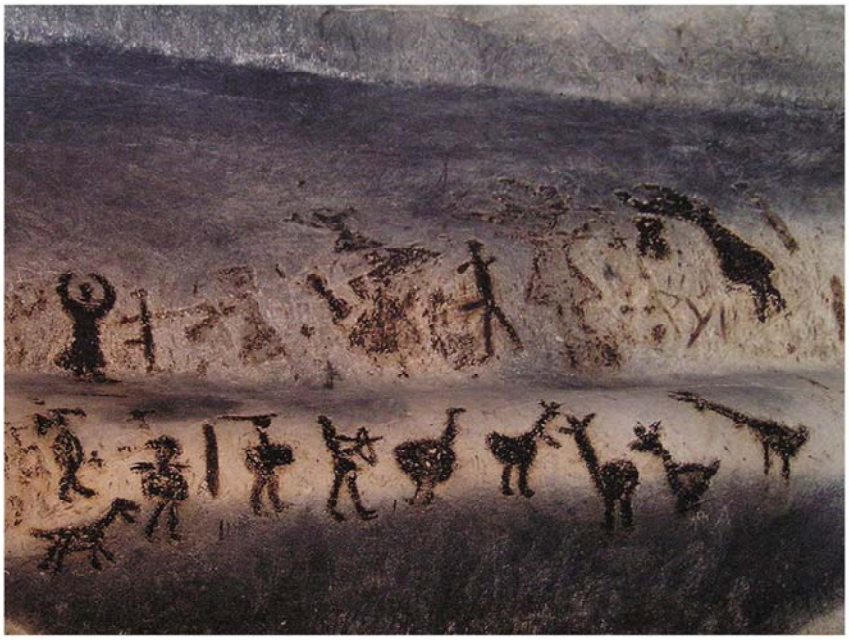

http://commons.wikimedia.org/wiki/File:Magura_-_drawings.jpg

When I talk to people about web 2.0. I tell them this is not really new

Cave drawings were probably the first attempt at social networking.

Insert humorous statement.

The internet has changed things in a few ways.

1. Its faster
2. Its findable. Google really changed things. Information is getting easier and easier to find. Lots of the concerns about Web 2.0 is that other people can find bad things about you. To me its that they can find things about you. Put lots of good things out there.

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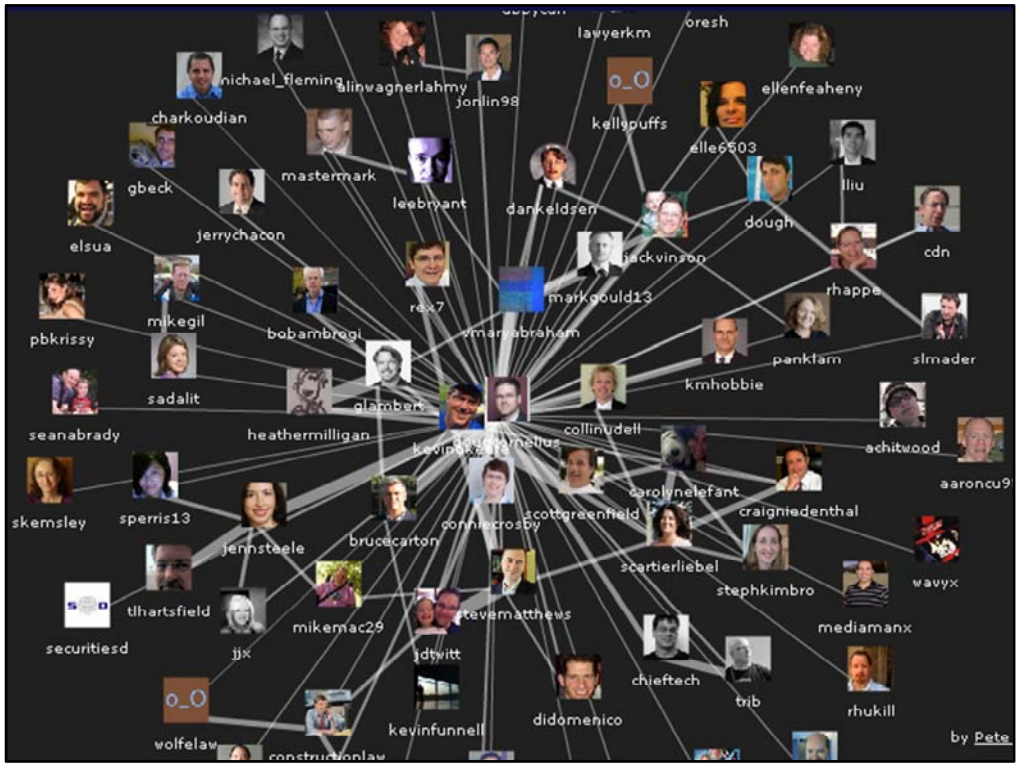

Social media allows you interact and communicate using the web.
To discover and maintain relationships.

It is important to stay connected with your peers. In school, you are in close proximity to friends and peers. As you enter the workforce, that is less true. There will be more people outside your organization with the expertise and knowledge to help you do your job than there will be inside your organization.

How do you get connected and stay connected?

(Image was generated by http://twitter.mailana.com)

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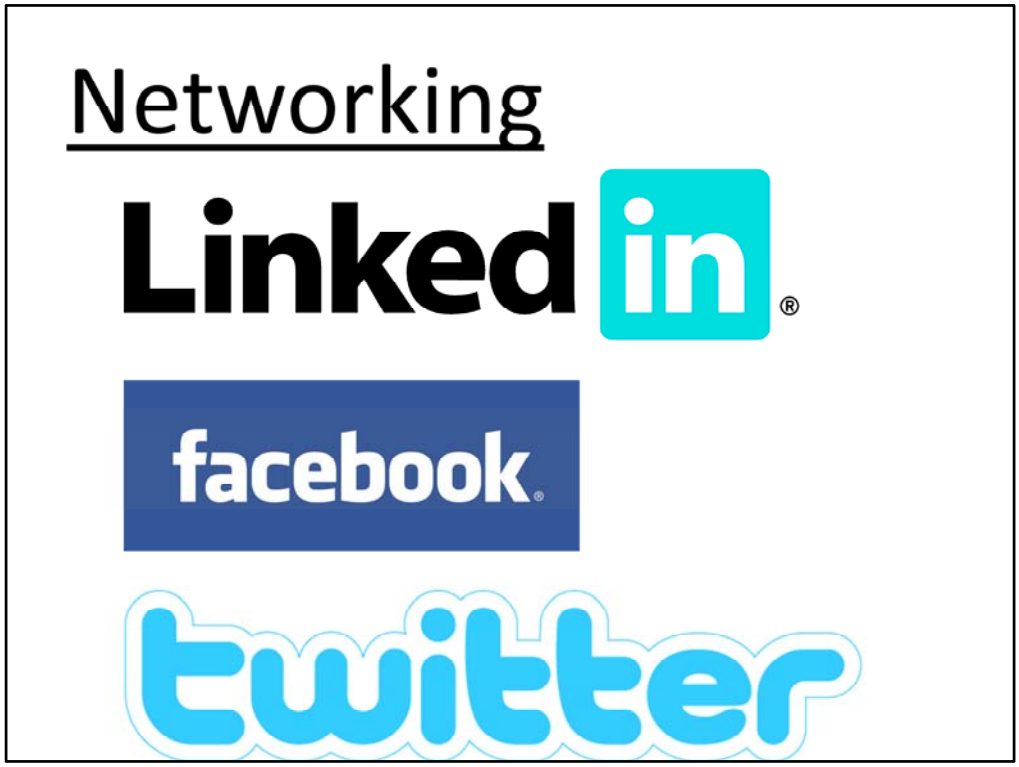

I think these three tools are great for that.

I hate the term social networking. Networking is inherently social. Its about who know, how you know them and how you stay in touch with them.

Social networking was coined to differentiate it from the physical networking of linked computers and servers together.

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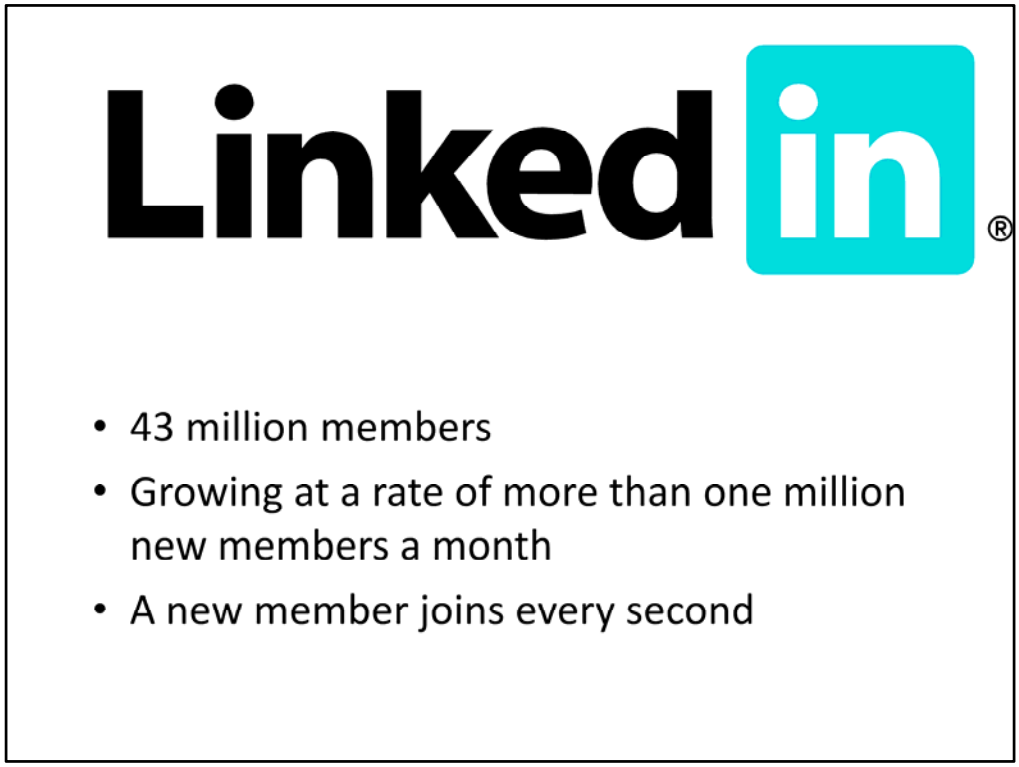

LinkedIn focuses on being a professional social network site

Poll audience for users

[_] Who here has a profile in LinkedIn

By the weekend, everyone should have a LinkedIn profile. Hopefully, I can show you why.

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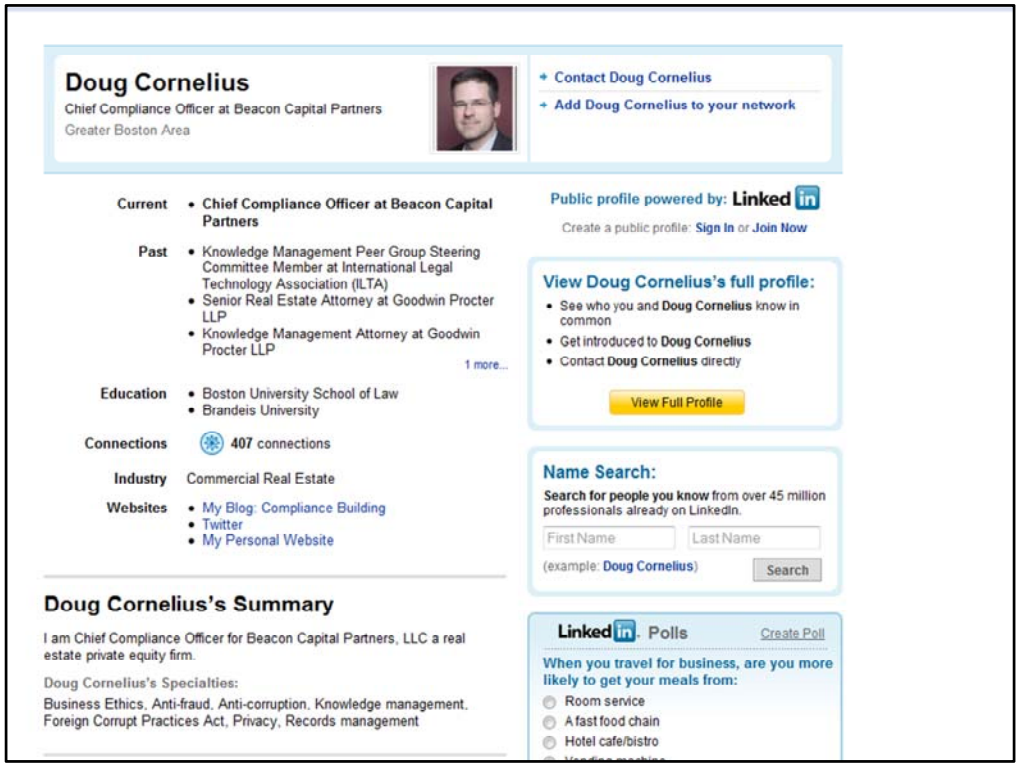

My profile in LinkedIn.

Effectively it is an online resume.

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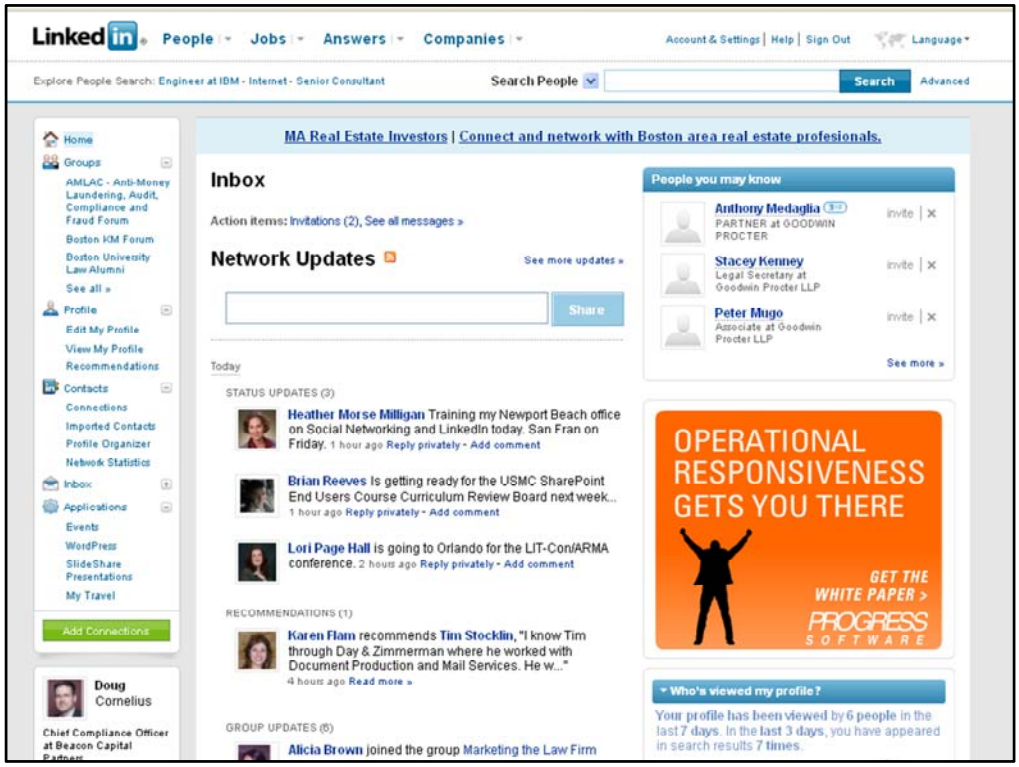

LinkedIn allows you to connect with people you know

Home page that has a summary of the changes to those connections, to the people in my network

Its gotten much more twitter like in this flow of information. It started allow you to aggregate information from other sites.

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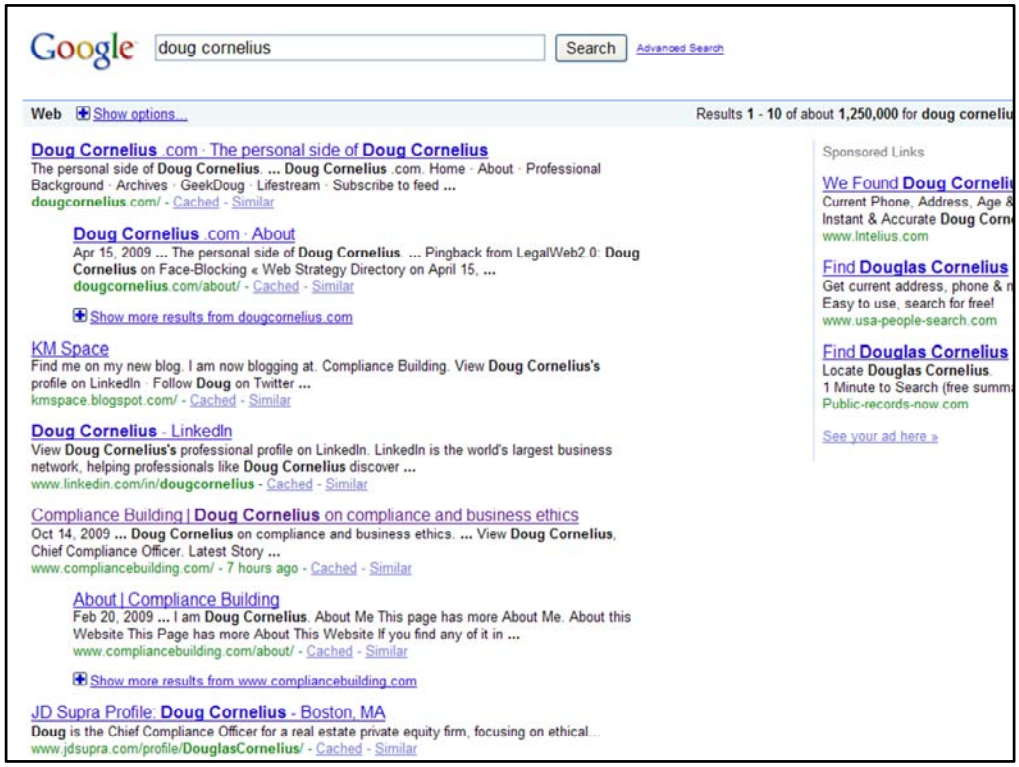

Why LinkedIn?

The Google.

That's how people find information these days.

A Google for my name.

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Twitter is currently a media darling.

Poll audience for users

[_] Who here has a twitter account

There is a lot of focus on the 140 character limit.

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Can you say anything meaningful in 140 characters?

They did.

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Twitter just asks a simple question: What are you doing?

It has evolved into a strange communications tool.

And search tool. Lots of information being created here.

It's a great way to stay in touch with colleagues and peers.

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Twitter has explosive growth.

Blue line is Twitter
Orange Line is the Wall Street Journal.com
Green Line is the New York Times.com

Last month the number of visitors to Twitter exceed the online versions of the NY Times and the Wall Street Journal

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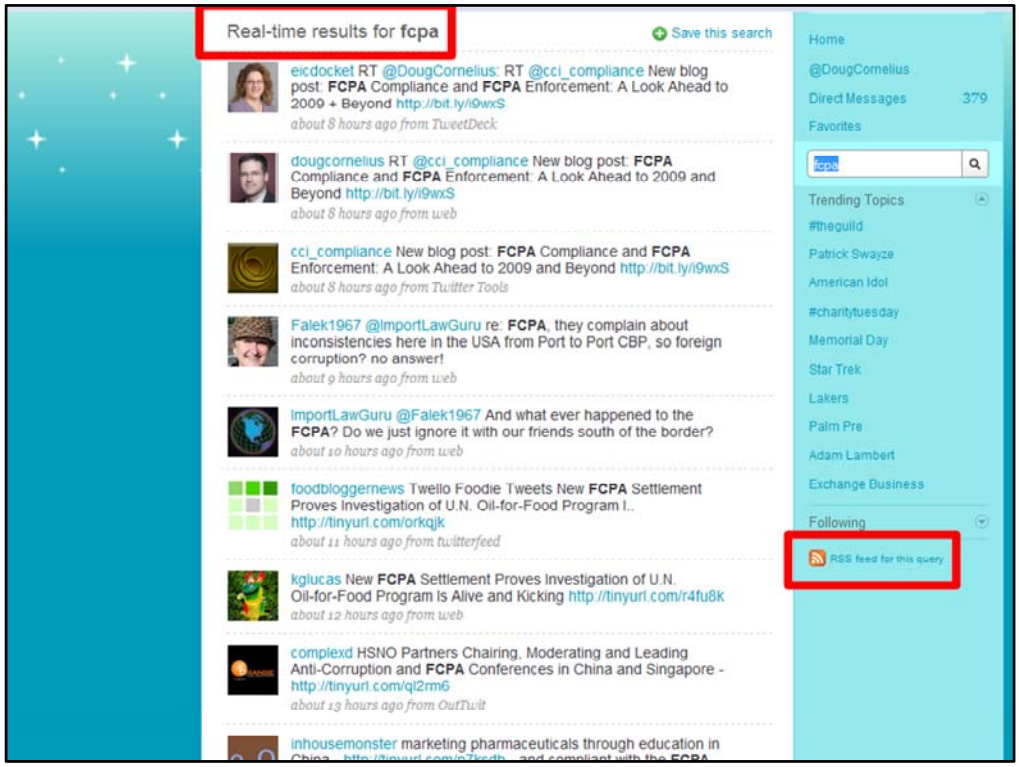

Twitter is also really interesting in how it has evolved as a search tool.
I routinely run searches in Twitter.

It allows you to find people, posts and articles on the topic

Once again, there is an RSS feed that you can supply you updates.

Animation: Red box appears
Animation: Red box appears

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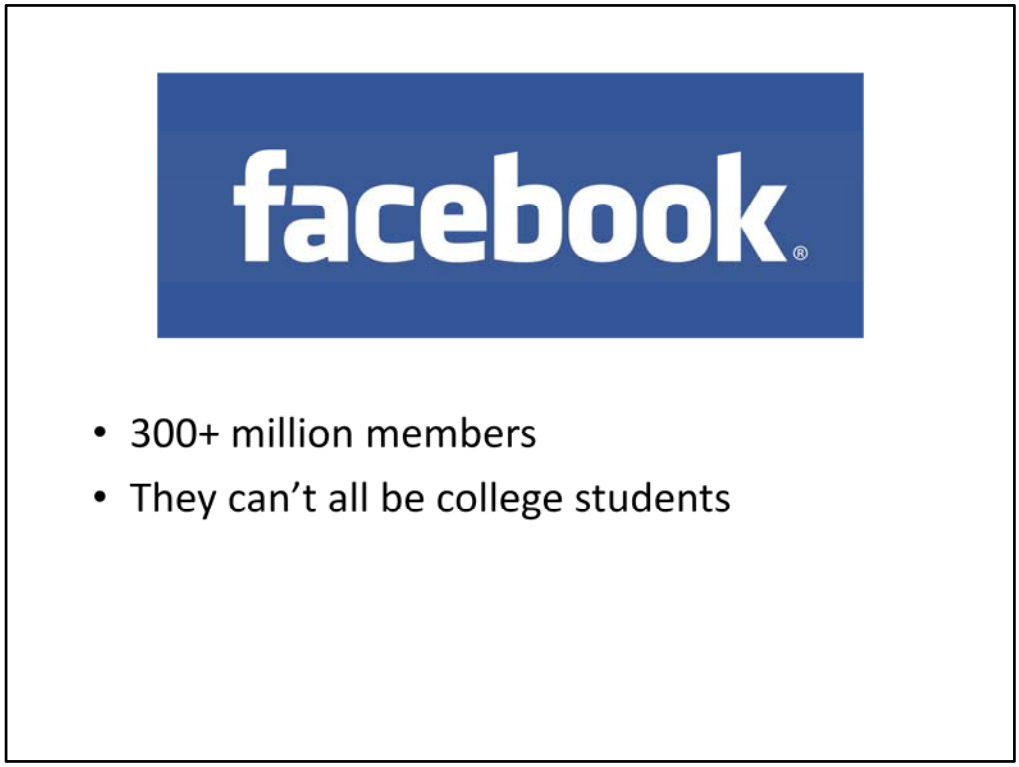

Facebook
Huge site.

Poll audience for users

[_] Who here has a profile in Facebook

Fastest growing demographic is people 35 and older

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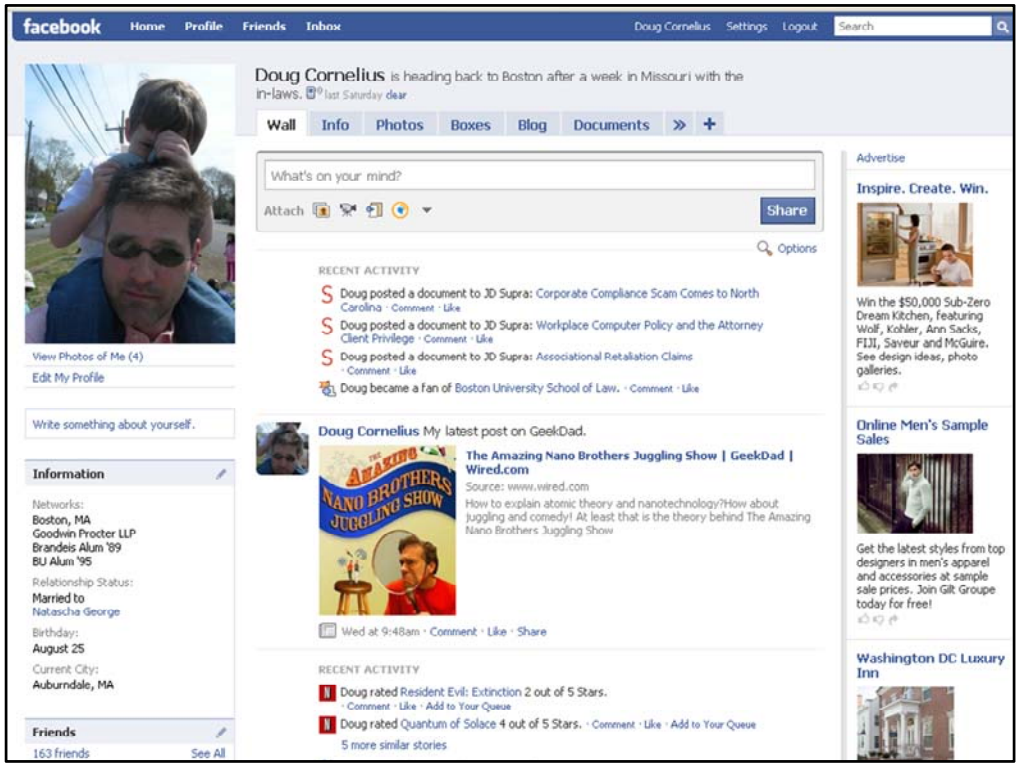

One of the things I like about Facebook is its ability to aggregate content. It can pull information from different sources and push it into your

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There is still lots of uncertainty about how to use Facebook on the job.

There are some obvious pitfall. Complaining about your job and your boss is not a good thing when your boss is one of your Facebook friends.

For years in Facebook, I was very open about accepting Friends in Facebook. If there was some connection, then I accepted.

About 6 months ago, I changed. Close friends and relatives began coming into Facebook. I adopted a new approach. It would have be someone I would have over to my house.

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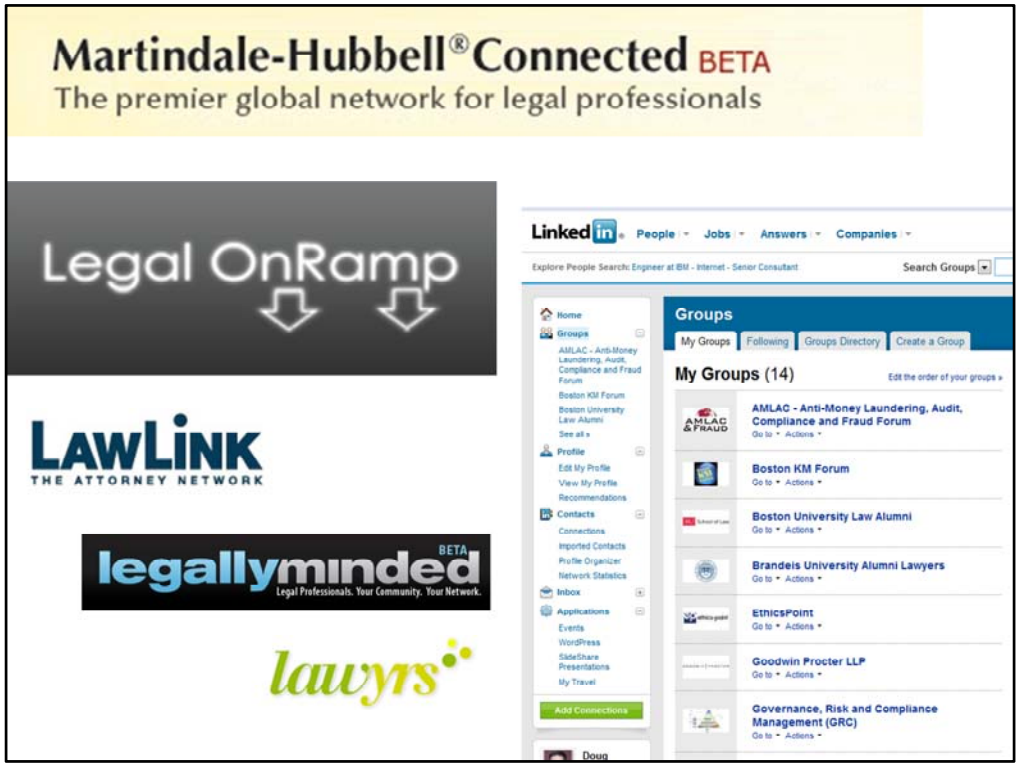

Then there are networking site targeted at professions.

For lawyers, like me, the big two are Martindale-Connected and Legal OnRamp.

LawLink, Legally Minded and Lawyrs are distant also rans.

There is still tremendous networking opportunities within the major networking platforms. LinkedIn groups have some discussion activity as do Facebook groups.

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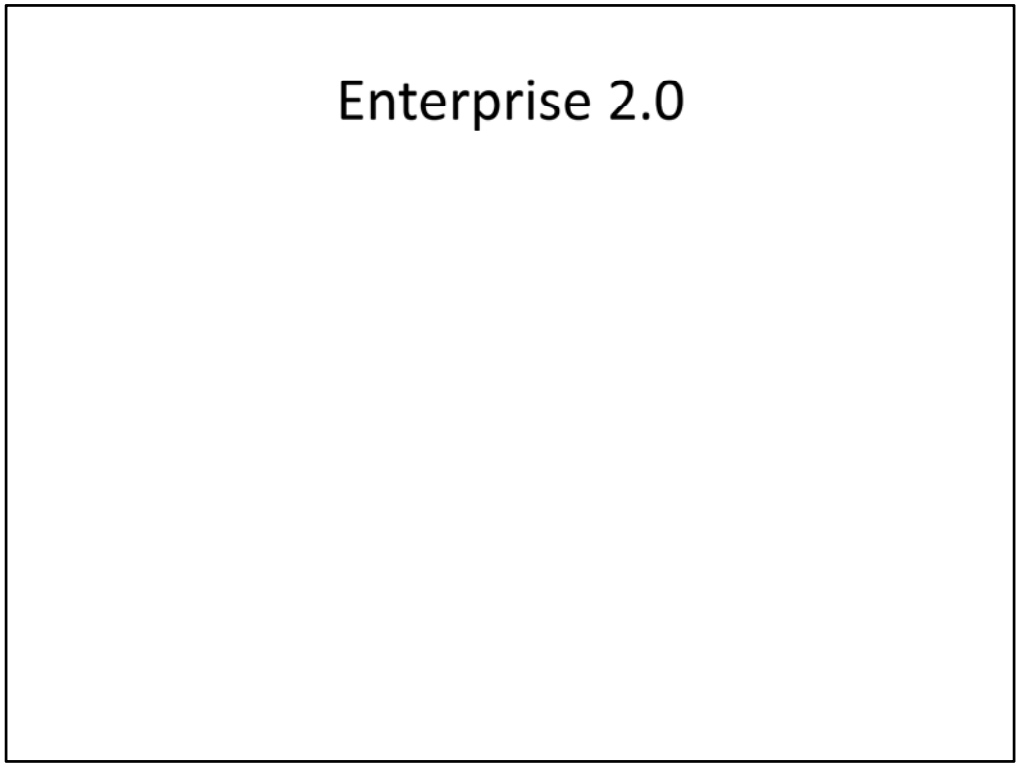

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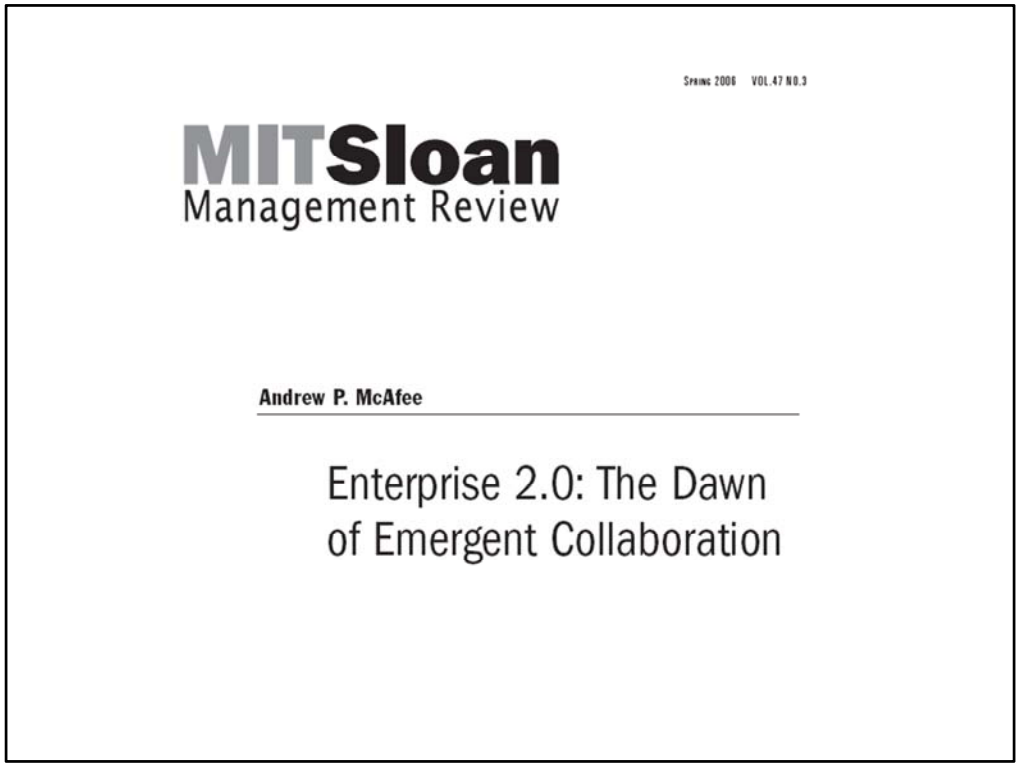

Professor McAfee, coined this term Enterprise 2.0. He was looking at how these web 2.0 tools when brought inside an organization has some transformative powers and offered some great lessons and goals for organizations.

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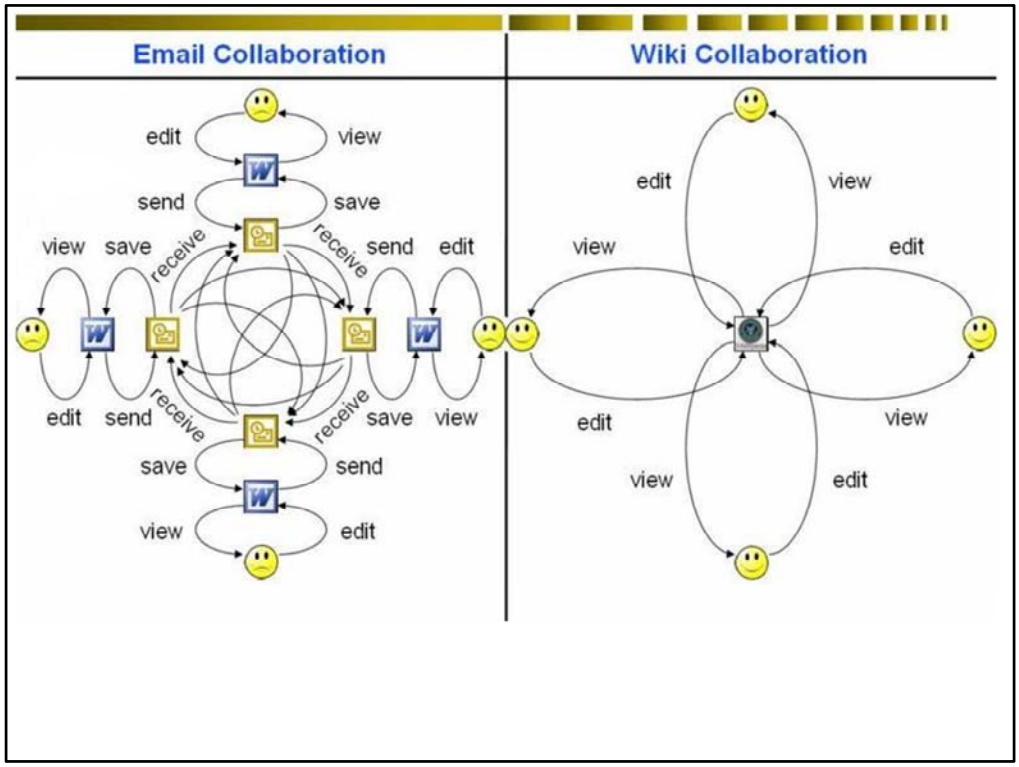

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There is lots of similarities between the knowledge management initiatives and the Enterprise 2.0 movement

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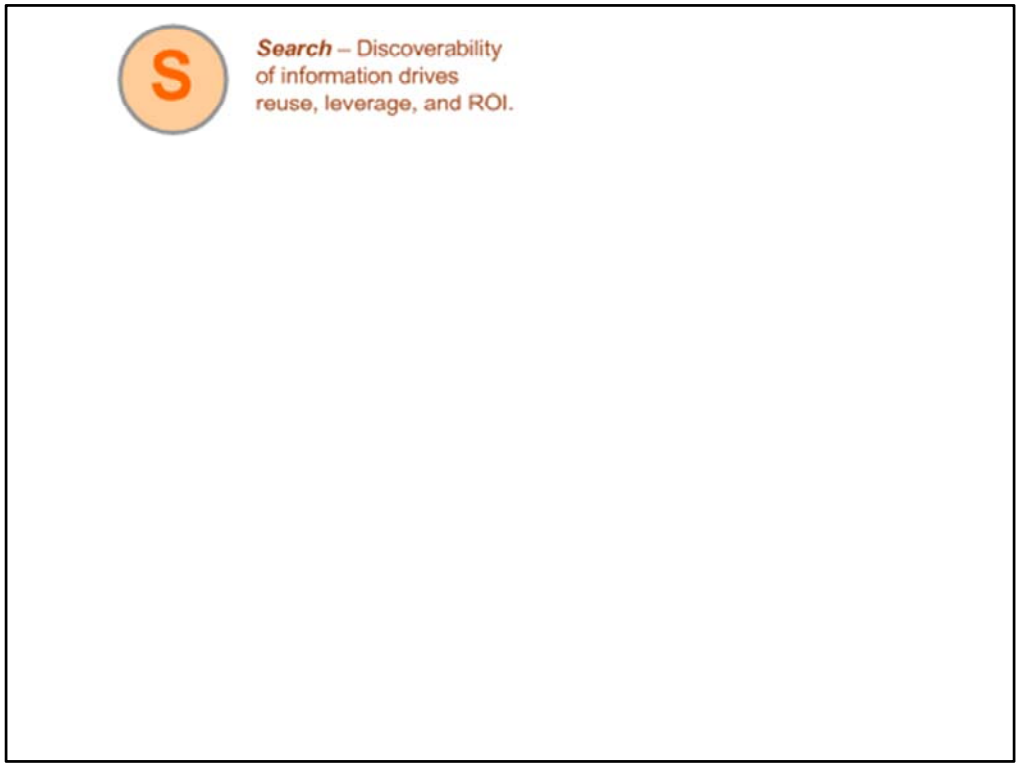

S is for search.

You need to be able find stuff if you want to use it and leverage your internal knowledge and expertise

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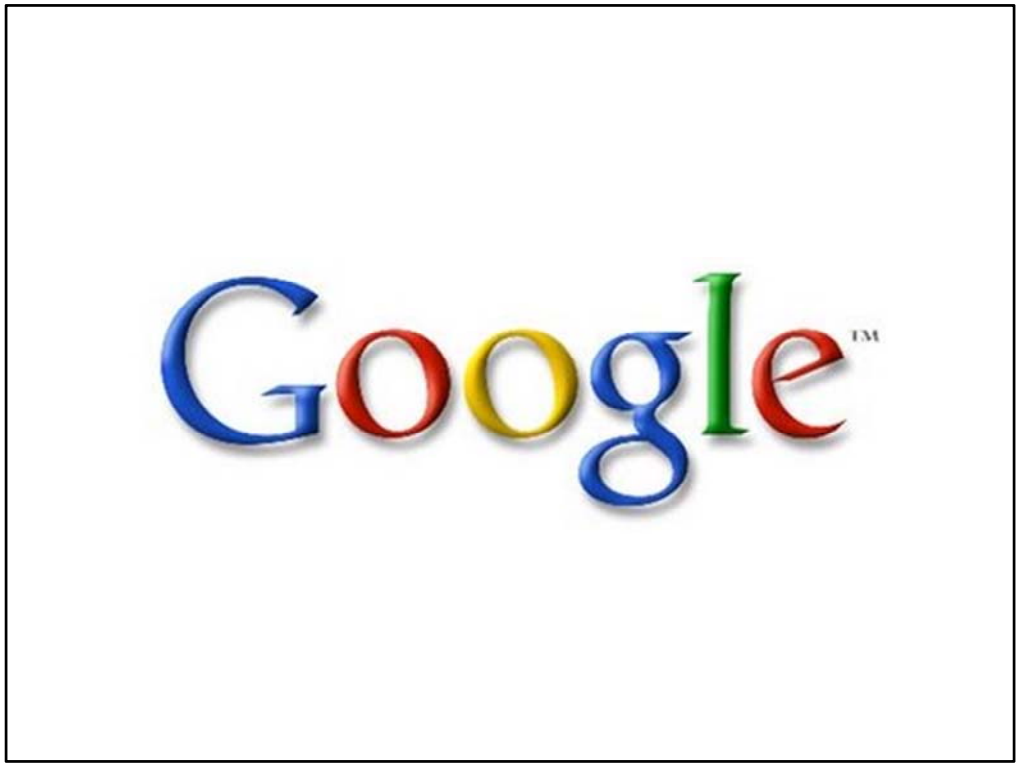

The vast majority organizations do not have something like Google for their information.

For those that do have some sort of internal enterprise wide-search, it probably works poorly.

As you go web-based, the unique features of google start working.

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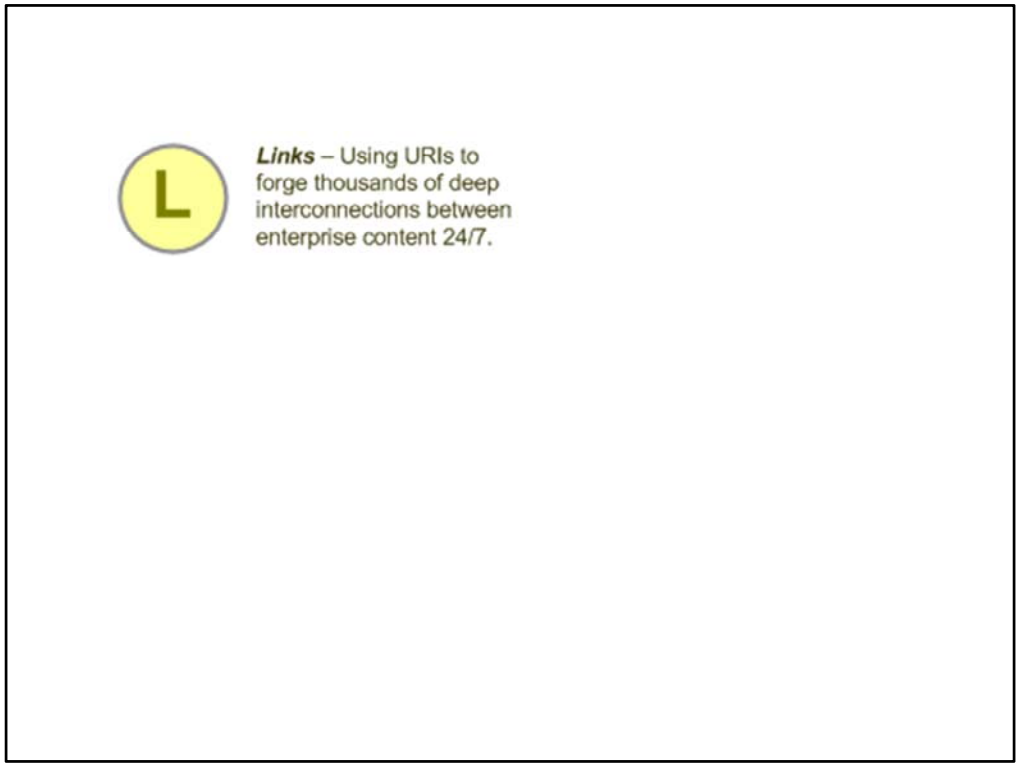

L is for links

Tying things together.

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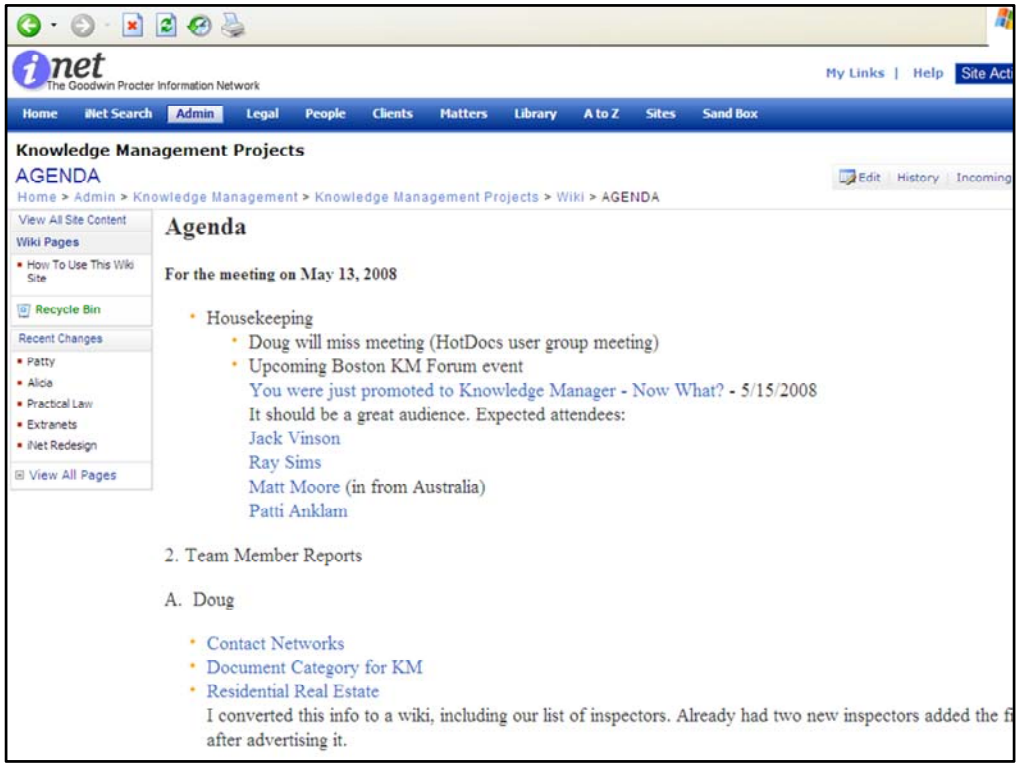

This internal wiki had links to relevant stuff.

Your regular word document just sits in isolation its not going to lead you to other useful information.

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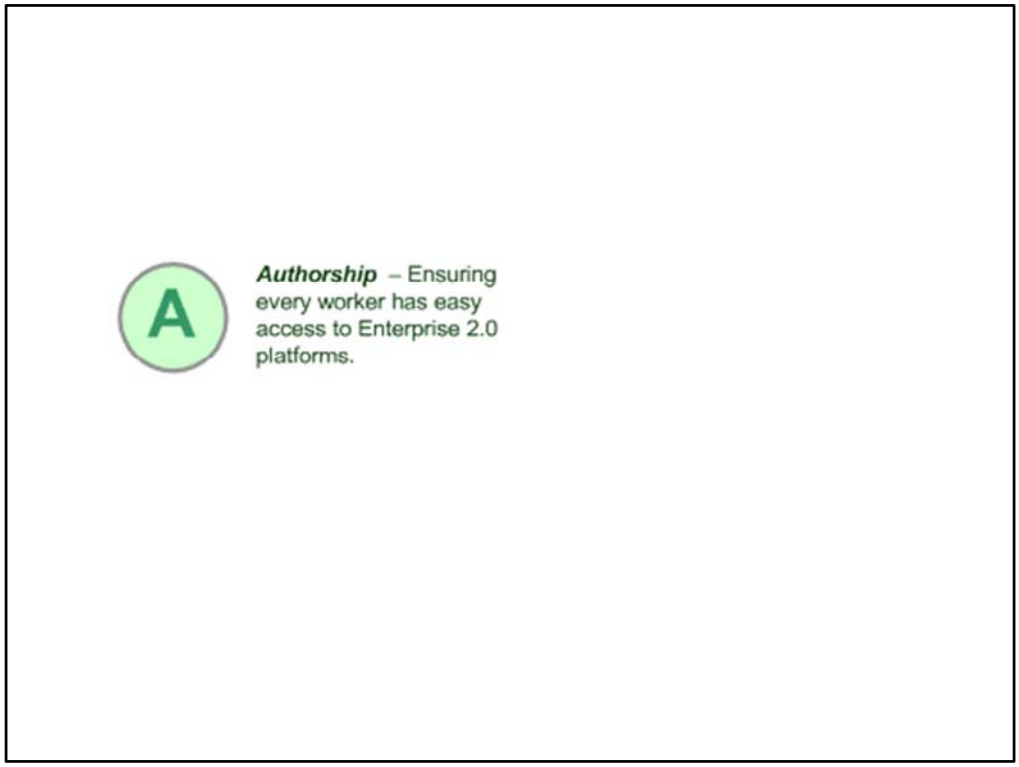

A is for Authorship

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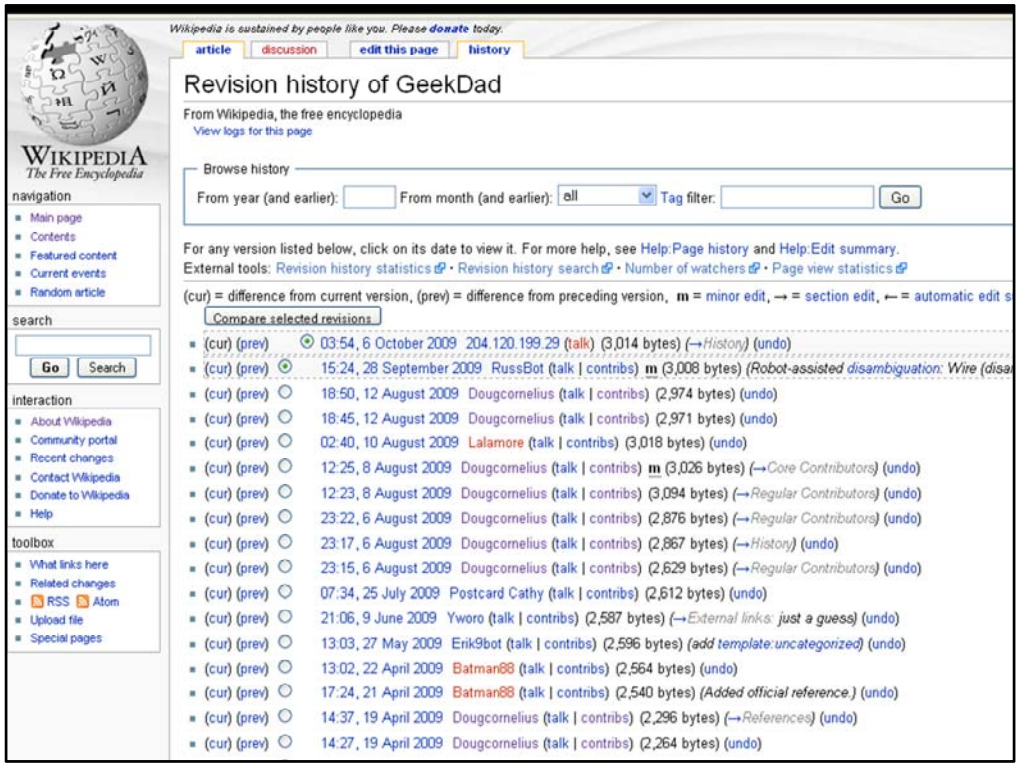

When you go to a blog or wiki, you want to know who made the content.

For a wiki, that lets you decide whether that is good information.

It also starts showing expertise.

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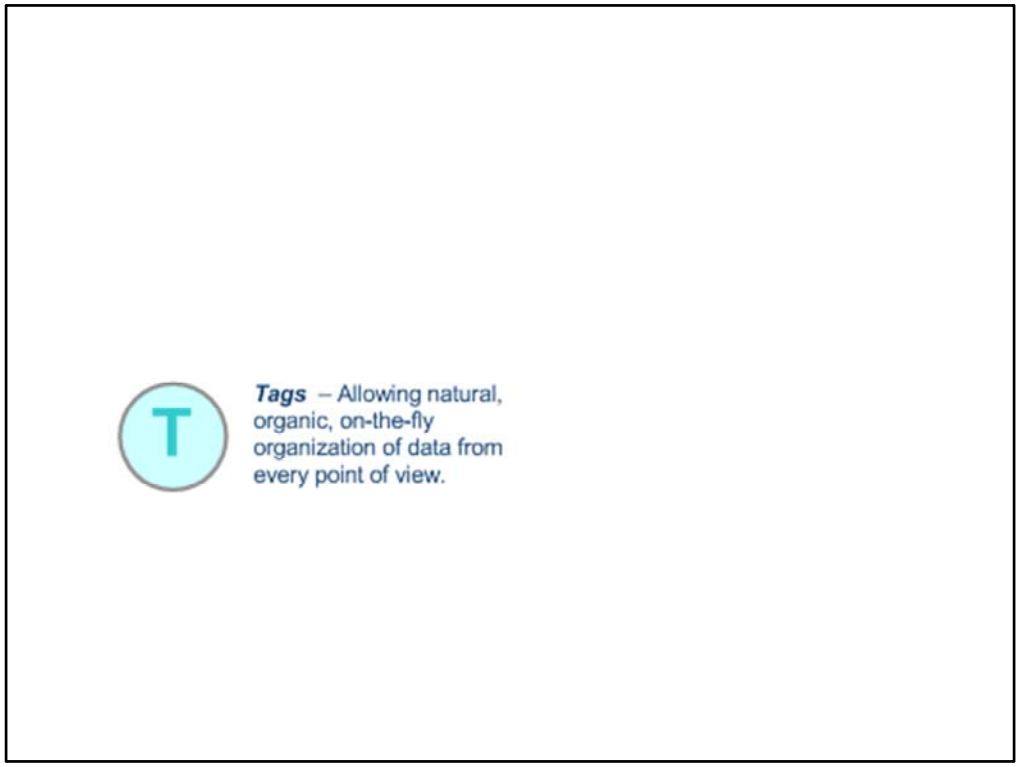

T is for Tags

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You can get a different dimension to the organization and more detailed organization

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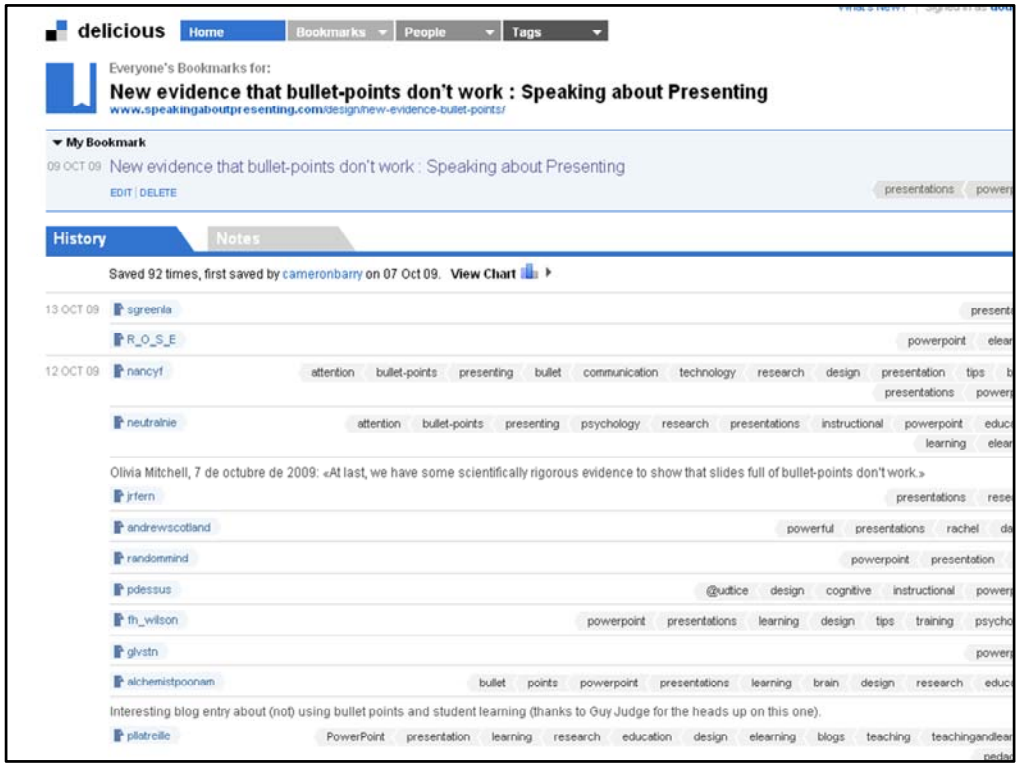

But what he is really talking about is the ability of multiple people to tag information. Let them organize the information in a way that makes sense to them.

Example

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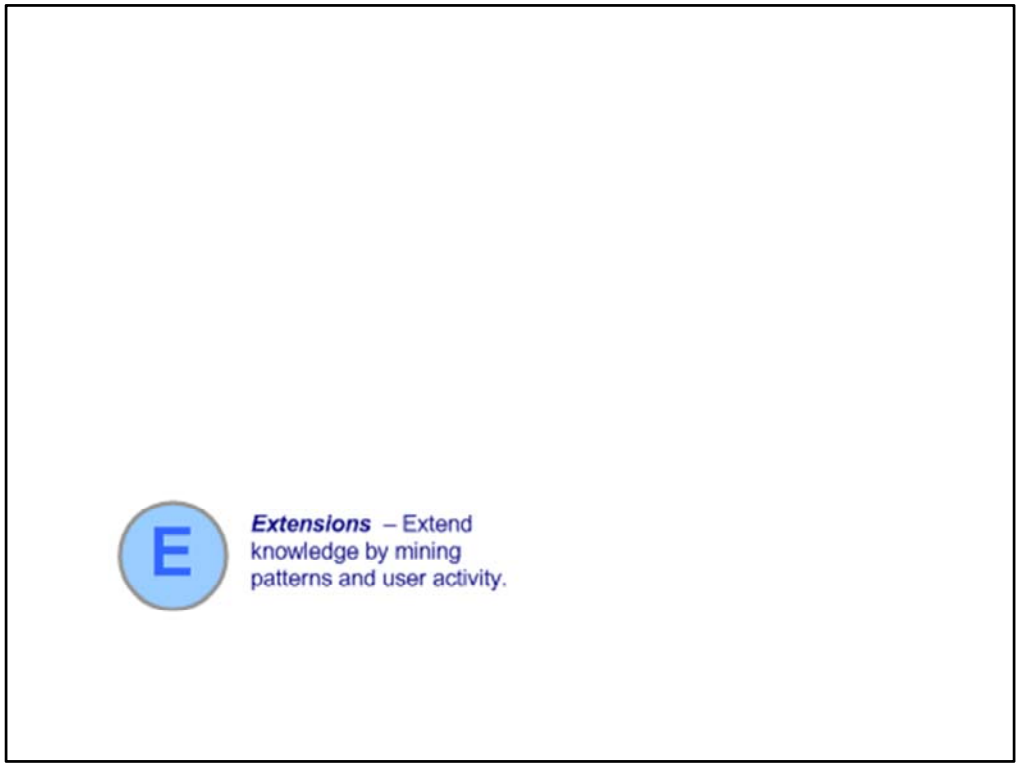

E is for extensions

Filter the information to make see emerging patterns

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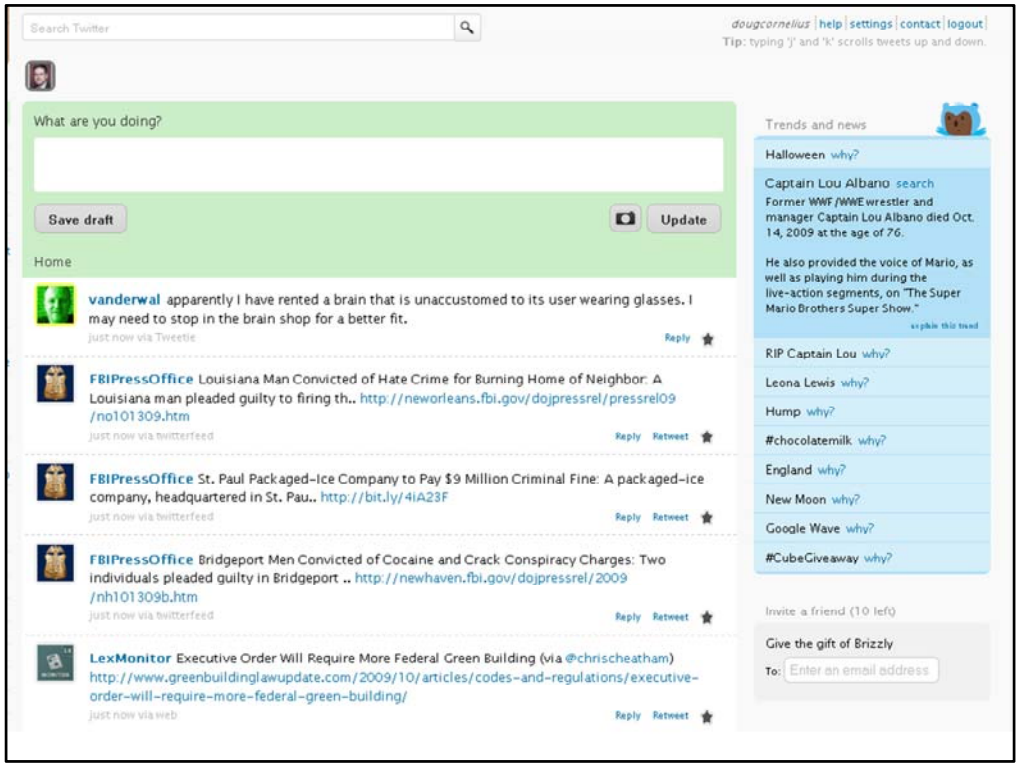

One example of this Web 2.0 is the trending topics in Twitter. The most popular terms are highlighted

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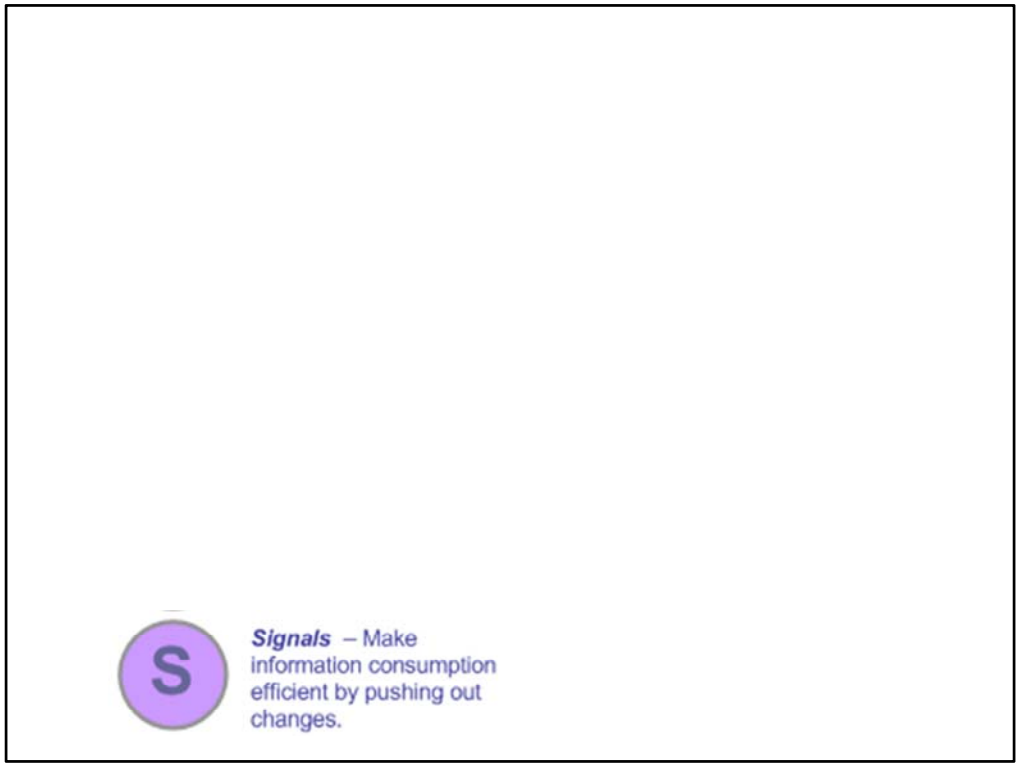

S is for signals

You want to let people know that a change has occurred.

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For a blog it's the subscription. The system will alert you when there is something new. You do not have to come back to check

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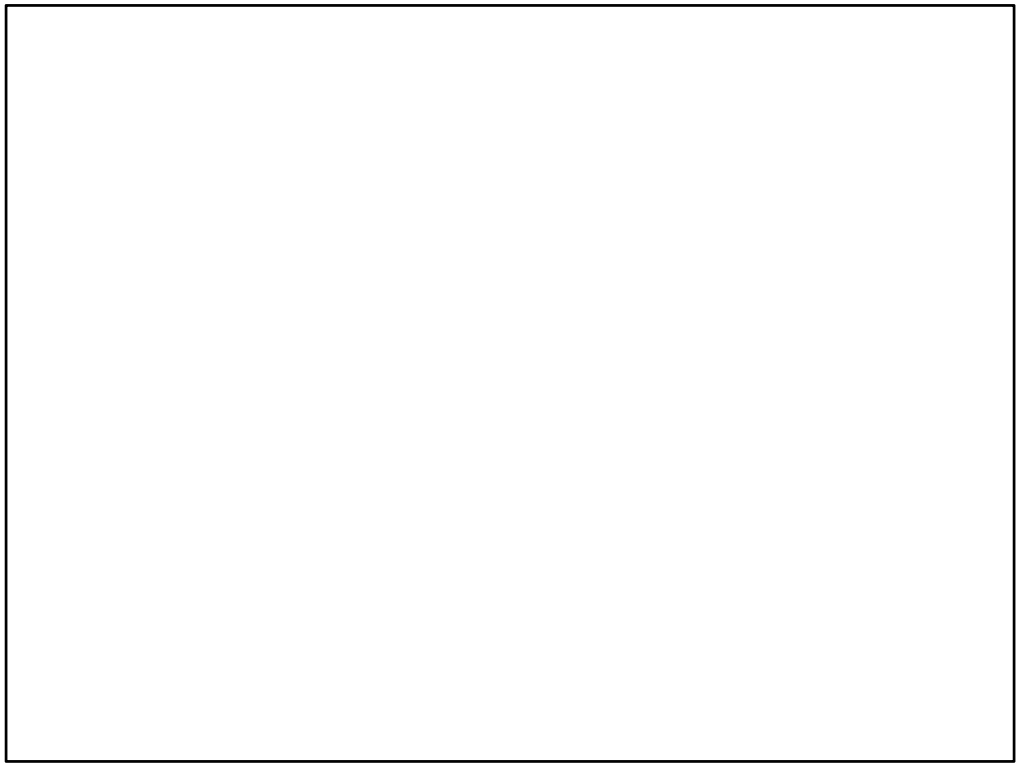

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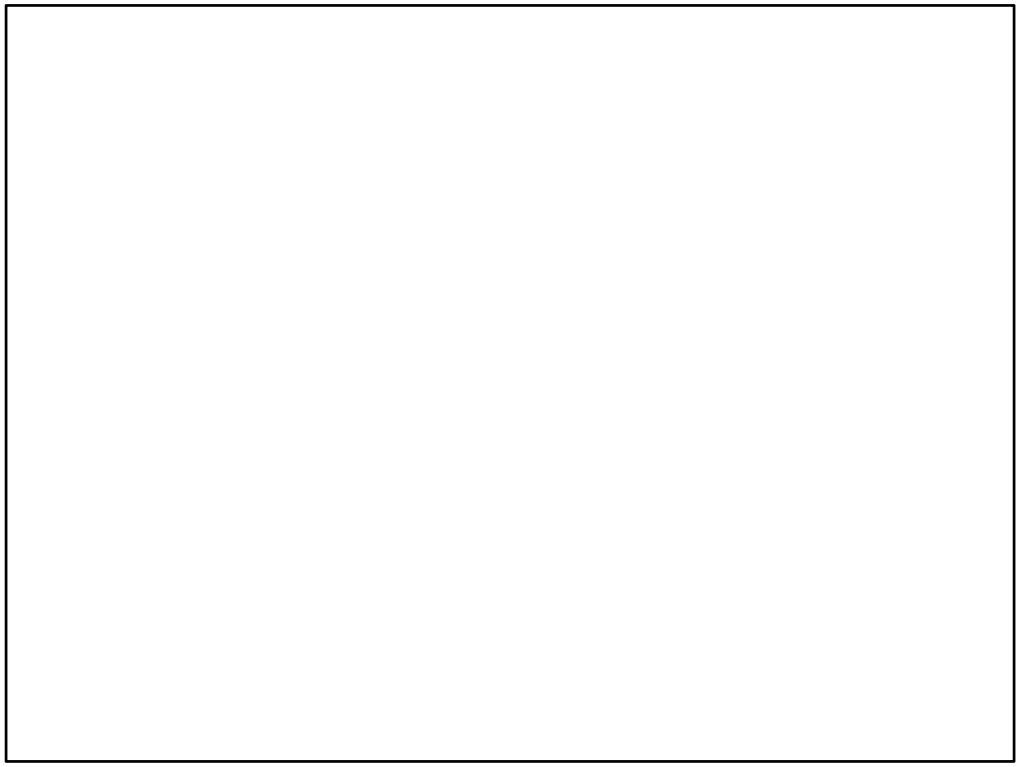
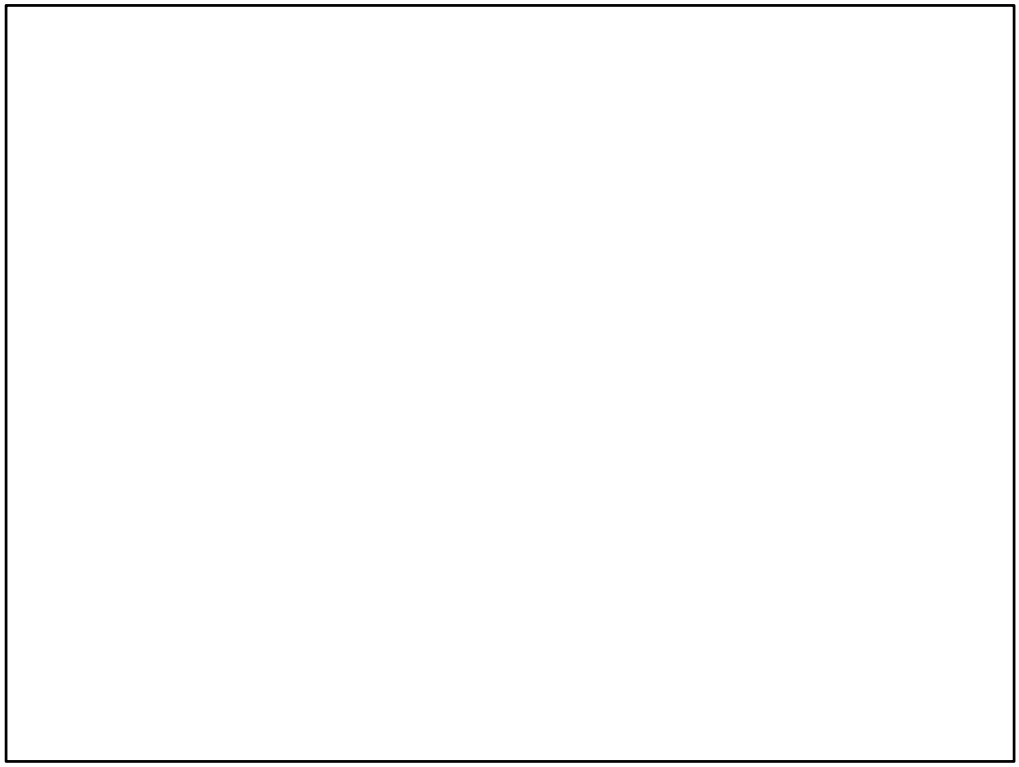
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