



Email Management: Adventures in User Acceptance

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January 12, 2010






Objectives

- Understand barriers to user acceptance of email management.
- Understand techniques to gain user acceptance of new email management systems.
- Articulate user requirements for email management systems.





Why Manage Email?

- It's a record (duh!)
 - De facto filing system for most users
 - Volumes increasing geometrically
 - Very portable
 - Significant legal risk
 - Currently almost completely out of control in most organizations
- 



What Are Your Goals?

- Protect and preserve information of concern (i.e. anything that we need for record-keeping purposes)
- Minimize disruption to the business





My Experience

- Hewitt Associates (Lotus Notes)
 - Space limitations with client-oriented repositories
- Motorola (Microsoft Outlook / Exchange)
 - Space limitations with “Records Management” folders
 - Transition of part of the business to Google Apps / Gmail





Lotus Notes Solutions

- Replication to server
- Archive controls
- Disk space controls
- Create repositories for clients and projects, copy email to repositories





Microsoft Outlook / Exchange

- Limited out of box controls
- PST files / archives
- Disk space controls
- Potential to leverage some internal Microsoft designs in Exchange 2007





Google Apps / Gmail

- Very limited capabilities
- May be able to leverage tagging
- Google recommends Postini for mail archiving -- one retention fits ALL!





User Barriers

- Ingrained practices
- Resistance to change
- Lack of incentive to change





Ingrained Practices

- Email is often first used and learned at home
- Many users have 10+ years of “bad” behavior – few users have a point of reference to business use of paper mail
- Users often do not see email as a record
- Users see email as “personal”



Resistance to Change

- Impact to productivity
- Lack of time
- No perceived need
- Problem is “invisible”





Incentive to Change

- WIIFM?
- Policy
- Cost / chargebacks
- Personal benefit (real, not just for the company or IT)





Overcoming Resistance

- Communication
- Education
- Leadership
- Ease of use
- Speed of use
- User buy-in
- User feedback
- Phased-in





Communication

- A plan will need to be developed to communicate the process and the rationale
- Communications will need to be frequent and to the point
- The message will need to be repeated





Education

- A mix of education tools will need to be put in place
 - CBTs / online step by step
 - Printable guides
 - Lunch and learns





Leadership

- Leadership must take a visible supportive role and lead by example
- Leadership must be involved in the process and demonstrate the expected behaviors
- Leadership must provide support to the project team and consequences for non-compliance





Ease of Use

- The ultimate solution must be simple to use
- The fewer choices and steps, the better
- Don't disrupt the business!





Speed of Use

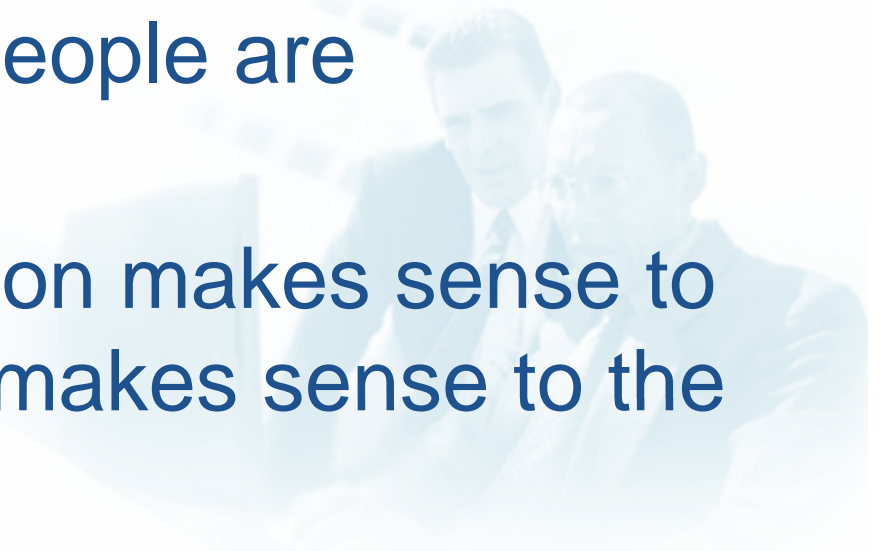
- The process to manage an email needs to be measured in seconds
- The process to retrieve a managed email must be equally fast





User Buy-in

- It is critical to have a cadre of pilot users who have input into the system and provide a basis for influencing others
- Select the early adopters carefully and broadly throughout your business
- It is critical that these people are influencers
- Just because the solution makes sense to you, it doesn't mean it makes sense to the user!





User Feedback

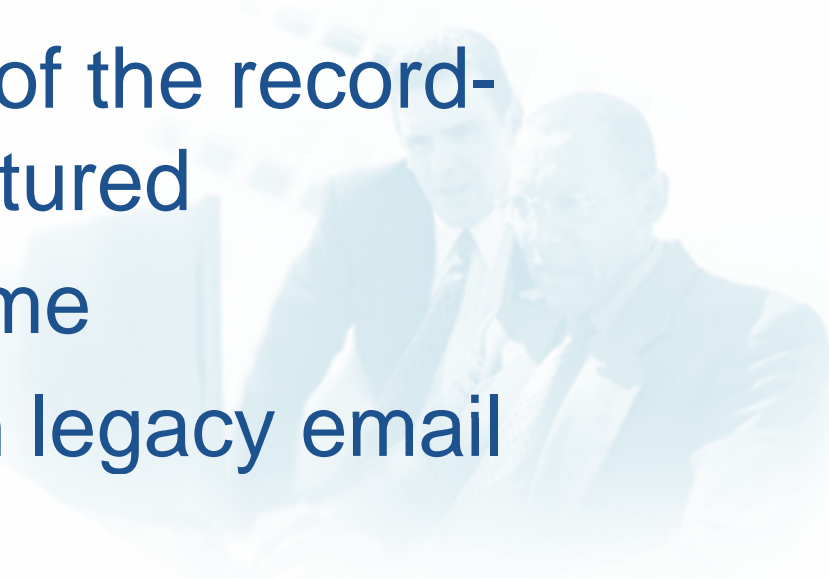
- Users need to feel empowered
- Provide opportunities for feedback into improving the system
- Respond to all feedback promptly
- Provide the team with access to the feedback and the ability to respond





Phased-in

- Start with a “go-forward” approach (i.e. “Effective on XXX, all email will be deposited into the system”)
- Then work backwards by year
 - Easier said, than done!
- At a certain point, most of the record-worthy email will be captured
- This process will take time
- Have a plan to deal with legacy email





Risks

- Open resistance
- Unauthorized repositories
- Lack of support





Open Resistance

- “You’re wasting my time.”
- “It costs the company \$XXX for me to file this stuff.”
- “I’ll buy a stupid hard drive.”
- “I have all my important records right here.”





Unauthorized Repositories

- CD-ROM / DVD burners
- Thumb drives
- Internet storage
- Email forwarding





Lack of Support

- Managers and leaders must be held accountable
- Managers and leaders must support the objectives and ensure that their employees are compliant
- Managers and leaders must feel some pain when their employees are not compliant





Requirements

- Speed
- User configurability
- Simplicity






Speed

- Minimize number of fields / attributes to complete
- Minimize choices – functional retention schedules are good here!
- Keep storage online and available
- Ensure that the system can be responsive
- Ensure system uptime
- Ensure remote access





User Configurability

- Can users pre-select commonly used metadata?
 - Can users organize messages in their own views?
 - Can users modify attributes after filing?
 - Can users easily request additional attributes?
- 



Simplicity

- Will enhance speed and user acceptance
- Search process should mimic store process (i.e. searching should be from the same fields as storing)
- Use common names for record types
- Minimize choices





“Poor Man’s” Options

- Methods
- Risks
- Benefits





Methods

- Designated folders or Notes databases
- LAN shares





Risks

- Limited metadata
- Security issues
- No automated disposition
- Messages typically not locked when filed





Benefits

- Low cost
- Relatively easy to use
- Minimal IT effort





Full Featured Solutions

- Methods
- Risks
- Benefits





Methods

- Document / content management systems
- Dedicated email management systems
 - Includes Internet-based services





Risks

- Complex programming / integration
- Considerable training
- Disruption to user experience
- Cost





Benefits

- Generally will yield compliance
- Excellent monitoring
- Ability to apply legal holds and uniform disposition





What Solution Works

- A solution that is accepted by the user
- A solution that is supported fully by management
- A solution that fosters compliance
- A solution that is consistent





Questions?

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January 12, 2010

