

Lead Your Search Team to Success

Agnes Molnar, Search Explained

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<https://SearchExplained.com>



<https://AgnesMolnar.com>





Where am I?



I cannot find
anything I need!



Search is broken!



Which one of
these 9
duplicates is the
“real” version?

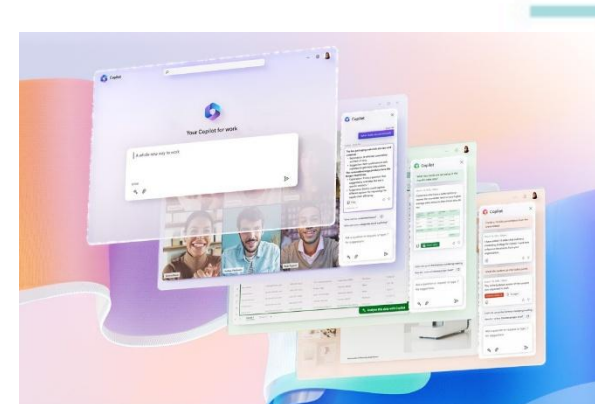


Why do I get 500
irrelevant
results?

AI

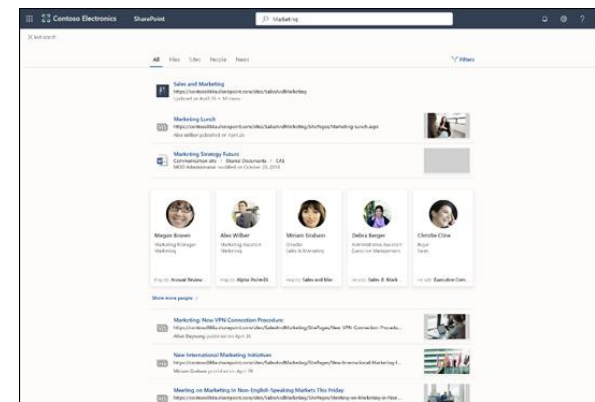
Copilot, agents, custom
Instant answers

"No AI without IA."
Autotagging, agents, etc.



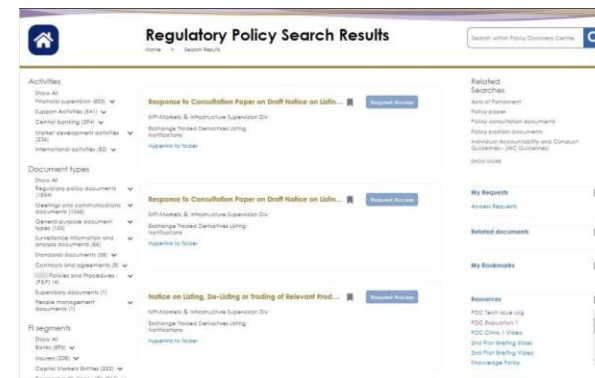
Intelligent
Search

Content retrieval &
discovery
Unified
"We don't need metadata"



Search

Search schema
Scopes
Search pages & web parts
Verticals
Filters
Result layout



Search success is 20% technology
and 80% human behavior (culture & psychology)





Assumption:

Organize for future findability & usability



Reality:

Organize for myself

Governance



Governance

Search

Content

Taxonomy

Security, access,
permissions

Legal,
regulatory,
compliance

SharePoint as
platform

AI tools and
agents

Communication,
change
management,
adoption

Balancing security with accessibility



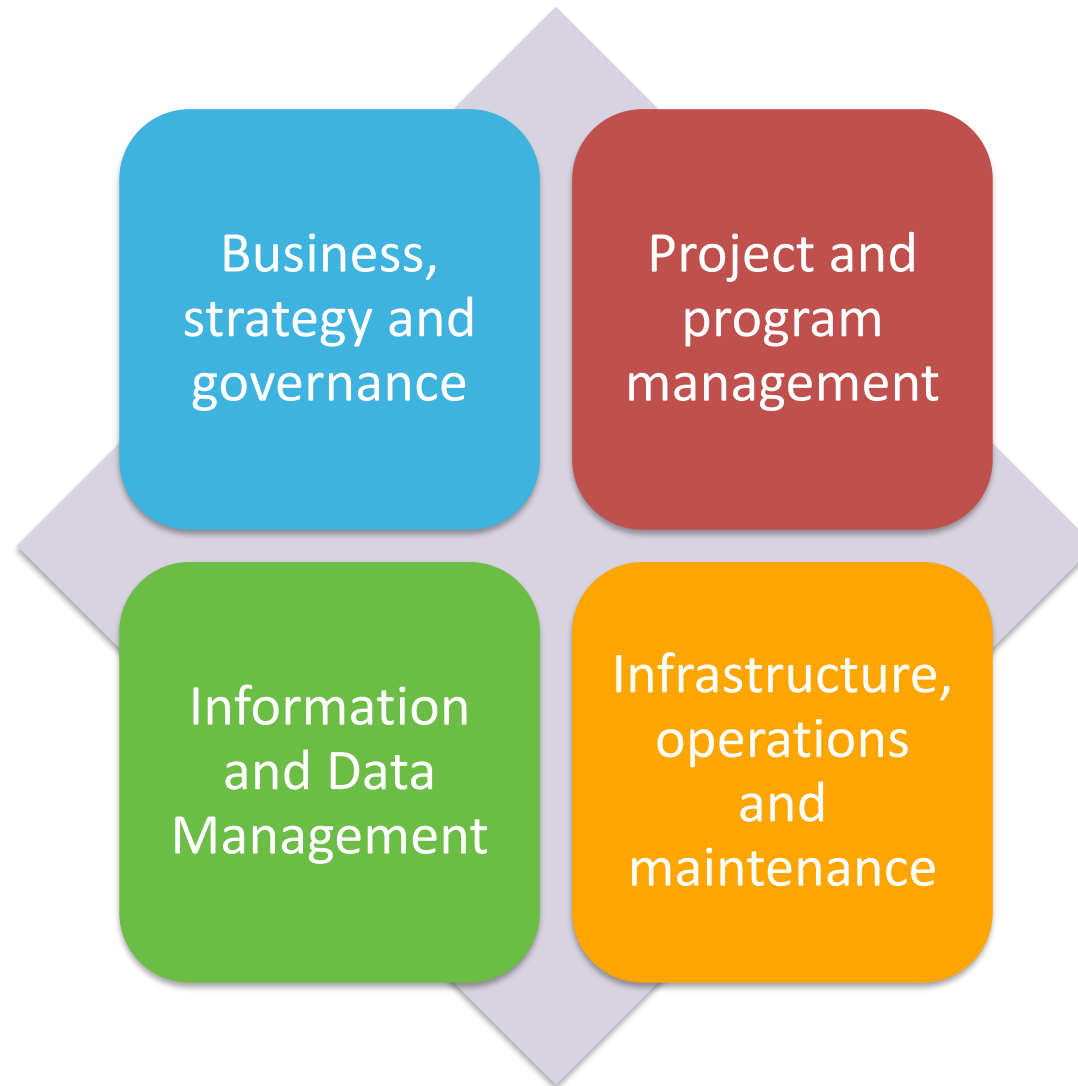
The Search Team ("Team"?)



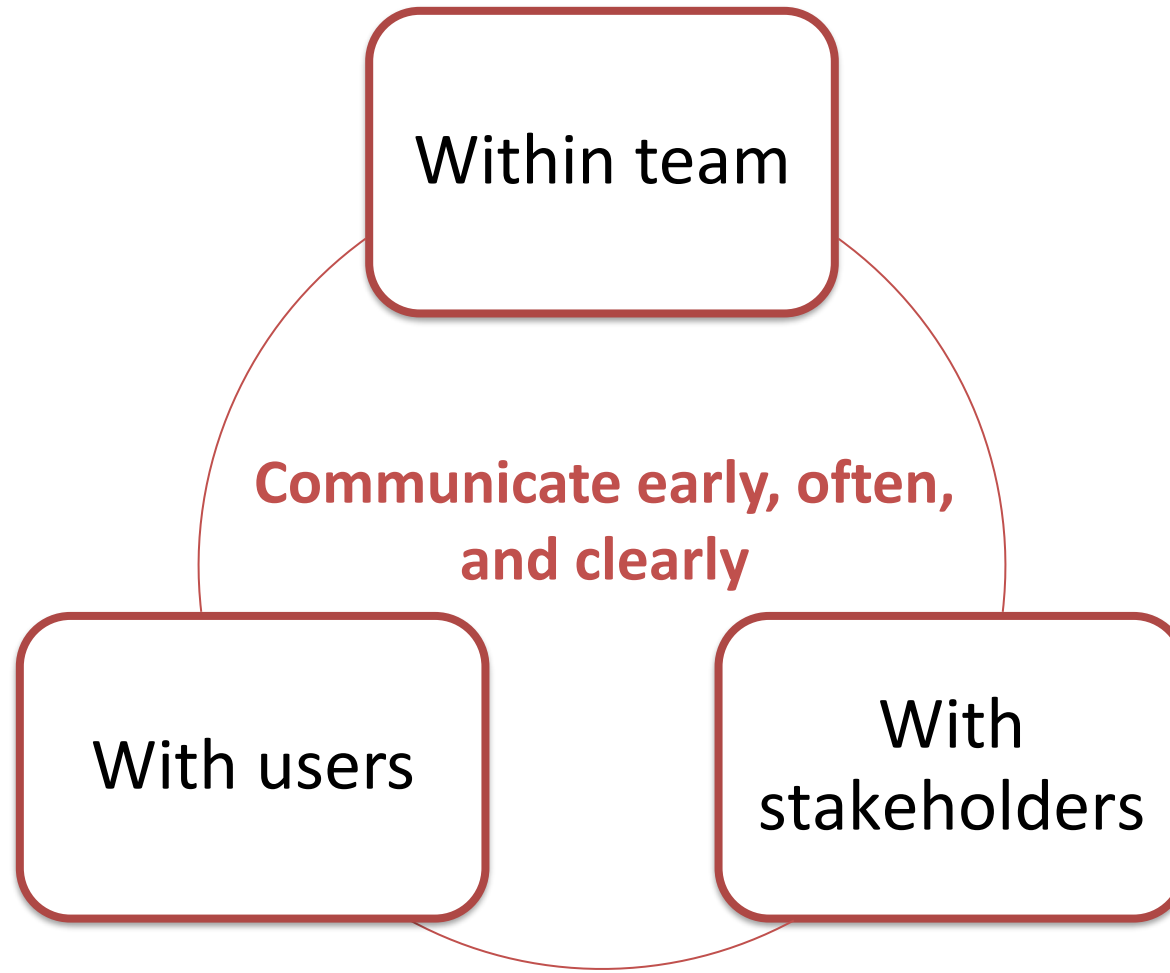
Collaborative, Cross-Functional, Complex



Building Your "Search Center of Excellence"



Collaboration and Communication



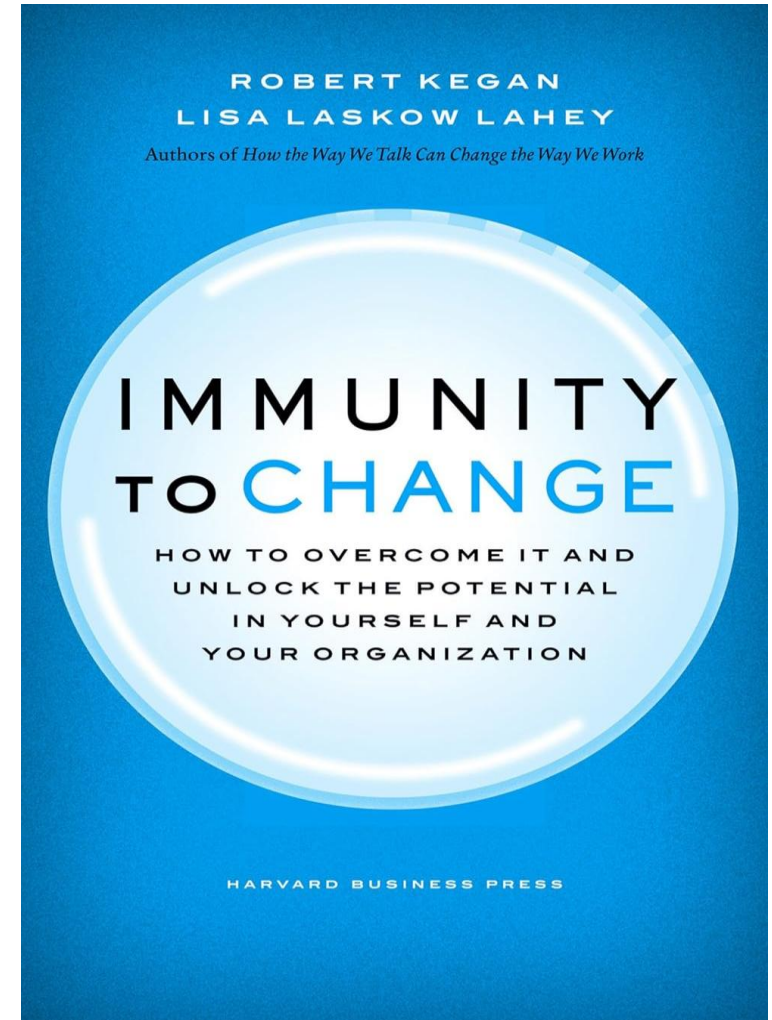
Why Culture Matters?



Search is a *cross-organizational* asset

We all deal with:

- Fear of the unknown
- Cognitive overload
- Loss of control
- Disruptions of comfort zones
- Risk of failure
- Competing commitments
- Unconscious assumptions



Why Culture Matters?

Communicating

Low-context

Explicit, simple, clear.

High context.

Relies on shared understanding, non-verbal cues, reading between the lines.

Evaluating

Direct negative feedback

Criticism is given frankly and honestly.

Indirect negative feedback

Criticism is given softly, subtly, and diplomatically.

Why Culture Matters?

Persuading (learning style)

Principles first (deducting)

Theoretical concepts precede practical applications (theory first).

Applications first (inductive)

Practical examples and data precede theory (practice first).

Leading

Egalitarian

Flat hierarchies. The boss is just another member of the team.

Hierarchical

Clear authority lines; respect for status and titles.

Why Culture Matters?

Deciding

Consensual

Decisions are discussed and made in groups, seeking broad agreement.

Top-down

Decisions are made by individuals (often the boss), then communicated.

Trusting

Task-based

Trust is built through work, reliability, and task completion.

Relationship-based

Trust is built through personal relationships and socializing.

Why Culture Matters?

Disagreeing

Confrontational

Open disagreement is seen as positive and constructive.

Avoids confrontation

Disagreement is discouraged or handled with care to preserve harmony.

Scheduling

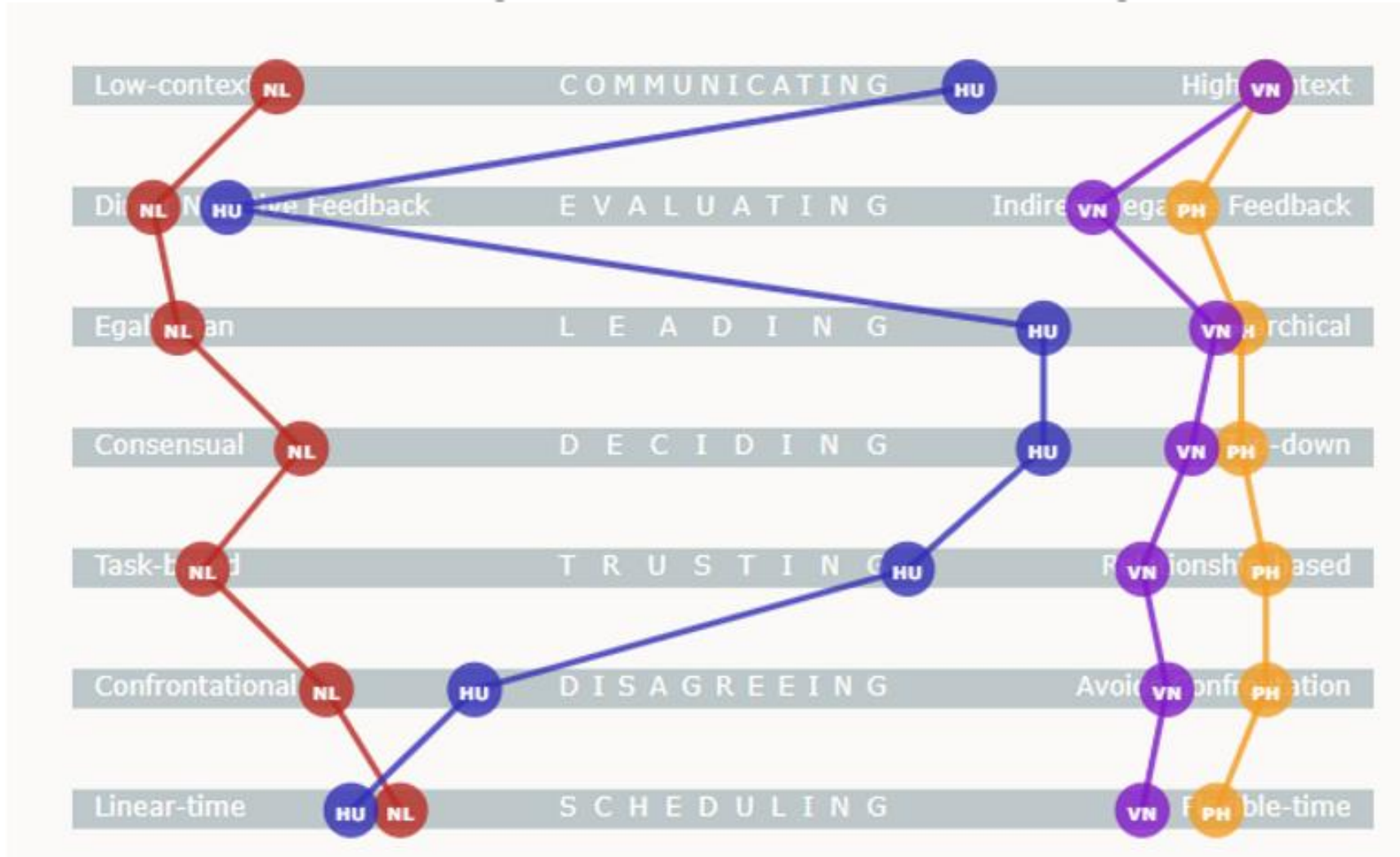
Linear time

Time is structured, punctuality is valued, deadlines are strict.

Flexible time

Time is fluid, schedules are adaptable. Deadlines are guidelines not absolute.

Example Culture Map



Erin Meyer: The Culture Map

What Can You Do Next? – Your Search Success Checklist

1. Team & Roles

- ☐ We have a cross-functional search team (IT, business, comms, records, etc.).
- ☐ Roles and responsibilities are clearly defined and documented.
- ☐ There is an accountable “search owner” or champion.
- ☐ Leadership and decision-making styles are discussed and respected.

2. Content & Quality

- ☐ Key business documents and resources are indexed and up to date.
- ☐ Content is consistently labeled, tagged, and organized with input from diverse regions and departments.
- ☐ Sensitive/confidential information is properly secured.

What Can You Do Next? – Your Search Success Checklist

3. Communication & Training

- ☐ Communication and training are tailored for various cultures.
- ☐ Users know where to go for help and how to give feedback.
- ☐ Training materials are available for different learning styles.
- ☐ Regular communication keeps stakeholders informed about changes.

4. Continuous Improvement

- ☐ Search metrics (usage, satisfaction, errors) are tracked, with results shared in legally and culturally appropriate ways.
- ☐ Feedback is collected and acted upon.
- ☐ The team meets regularly, with meeting norms agreed and respected.
- ☐ Successes and lessons learned are celebrated in ways that resonate across cultures.



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