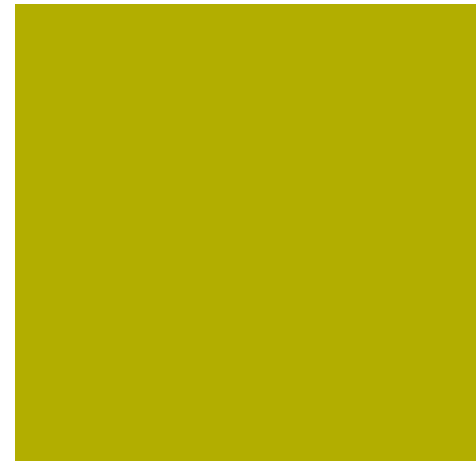
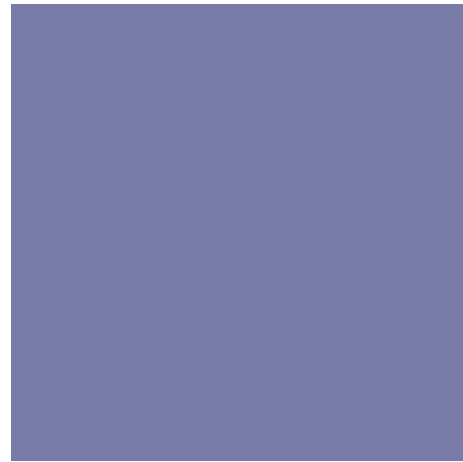




Why effective Knowledge Capture & Retention matters: A presentation to Hong Kong KMS

Agenda

1. About me – my KIM journey
2. Drivers for Knowledge Capture & Retention?
3. A glimpse at what others have done
4. Under the microscope
5. What to capture and retain?
6. How to go about it?
7. Discussion & wrap up

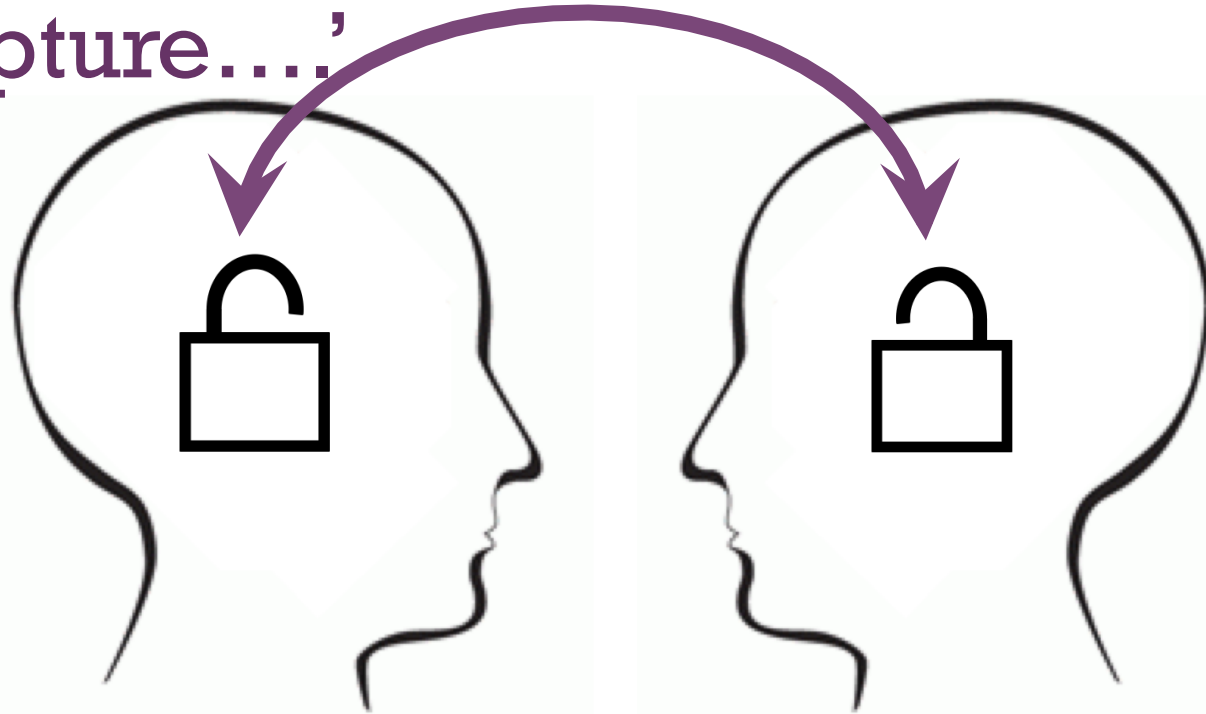


1 I About me - my KIM journey

My KIM journey

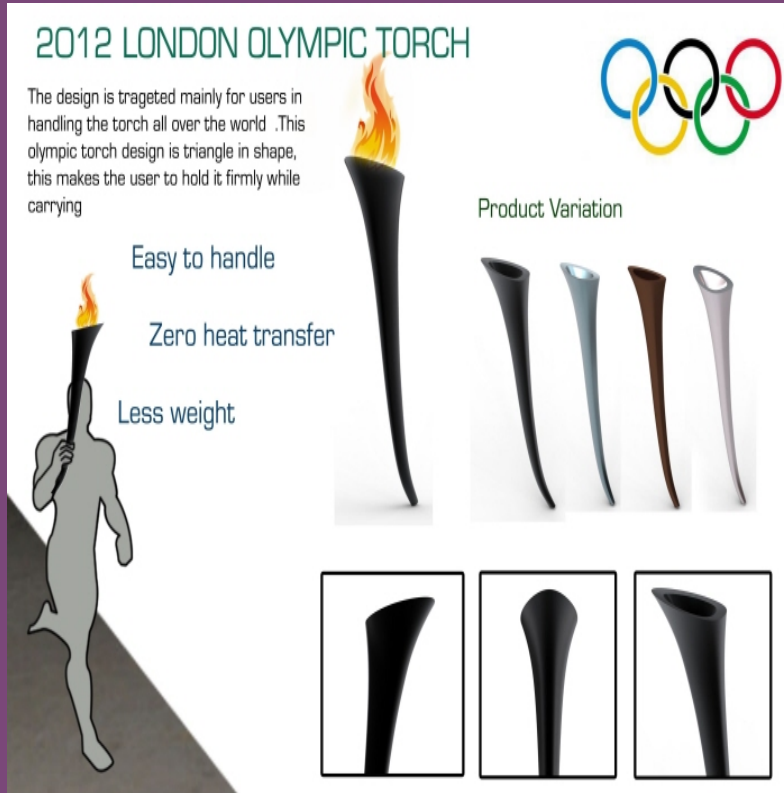


‘proven critical knowledge
capture....’



*‘A book providing advice, tactics, and lessons learned from successful
KM professionals from around the globe. What worked, what didn't,
and why.’*

Patricia L Eng & Paul J Corney



2 | Drivers for Knowledge Capture & Retention

Drivers: macro

- relentless pressure on costs
- shorter product and service lifecycles
- global supply chains & smarter customers
- increased partnering relationships
- transition of workforce from industrial to knowledge based
- downsizing, outsourcing and flexible working
- dramatic growth of disruptive technology and disintermediation
- expanding quality standards
- increased regulatory pressure

Drivers: macro

Cost

Efficiency

Innovation/New
Products

Nuclear	Regulatory	Govt.	Industrial	Services
decommissioning	succession planning	flexible working	enhanced processes of manufacture	business efficiency
downsizing	retirement	improved services	innovation and New Product Development	effective reuse / precedent

Process
enhancement

Risk

Training

Drivers: micro Legal

Knowledge Issues

Lawyers (and teams) come and go – Lift Outs and Acquisitions

Collaboration and KM beyond the firewall – co creation

Getting the best from virtual teams – culture, not just technology

Legal Project (Matter) Management – establishing and enhancing the process

Cross selling of services – sharing of client knowledge

Call for greater transparency and fixed pricing - outsourcing

Greater control of costs – making better use of who knows what

Drivers: micro Legal

Information Issues

Information not managed as a corporate asset

Staff not given the time, training and support for content curation

The level of trust in corporate search is very poor

If information cannot be found it cannot be shared

Poor information management results in high corporate risk

Mobile access to corporate information is increasingly important but presents substantial technical and cultural challenges

Usually no senior manager with firm-wide responsibility for effective information management and governance

Drivers: micro Pharma

“In other words, the knowledge residing in the firm was of tremendous benefit if it could be shared.

We strengthen this observation with our results in that we find that the cross-national knowledge residing in the firm was of greater benefit than the knowledge outside the firm for breakthrough innovations.”

Source: Northwestern University – study on knowledge sharing and impact on innovation in Global Pharma industry

The questions employees need answers to include “Can I handle this?”, “What are the implications?”, “Is there a quicker way of finding the information?”, “Will it work?” and “Have I chosen wisely?”

Source: Roche Pharmaceuticals 2011 Annual Report

Drivers: micro Sport & Leisure



Drivers: micro Transport



Response: macro

- knowledge

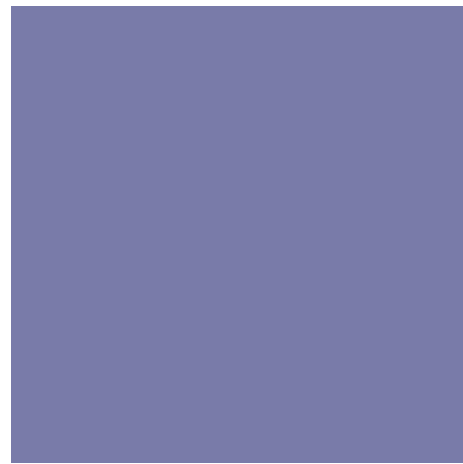
tap into the collective organizational expertise, ensure retention and expand boundaries

- networks

manage complex interdependent relationships across porous organizational boundaries

- innovation

rapid problem solving, solution development and market exploitation



3 | A glimpse at what others have done

Survey findings 1

Q) How confident are you that your organization can retain the knowledge and know-how of experts and specialists when they leave the organization?

Only 4 out of 300 responded *very confident*, a further 30 responded *relatively confident*.

The Knowledge Scenario

How confident are you that your organization can retain the knowledge and know-how of experts and specialists when they leave the organization?

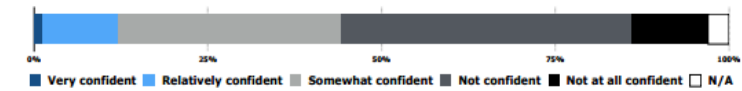


Figure 32

Only 4 organizations out of 300 responded *very confident*. Another 30 responded *relatively confident*.

In order to have a reasonable large group for analysis, we combined them into a single segment of 34 organizations.

Diverse Organizational Profiles

The 34 organizations in this *knowledge* segment show diverse demographics:

- They are headquartered in Australia, Canada, Denmark, Italy, the Netherlands, Romania, Sweden, Switzerland, the UK, and the US.
- They range in size from 500 to over 100,000 employees.
- The youngest is 7 years old, the oldest 180 years old.
- The sectors in which these organizations are active include: Banking, Construction/Engineering, Education, Energy, Food/Agriculture, Freight/Shipping, Government, Healthcare, Insurance, Manufacturing, Professional Services and TMT (Telecommunications, Media, Technology).

Similar Business Goals

These organizations show more nuanced results when looking at their enterprise goals. None stand far above the others. The highest is operational efficiency and each one on the list decreases by a few percentage points.

- Operational efficiency (cited by 47 percent)
- Customer satisfaction (cited by 41 percent)
- Cost reduction (cited by 35 percent)

Digital Workplace Characteristics

Strategy drivers: a balance between intelligence and efficiency

Strategy drivers — The top two digital workplace strategy drivers, both cited by 71 percent are *efficiency and cost savings* and *organizational intelligence*.

The third driver, *business and operational performance*, is further behind on the list at 62 percent.

Fairly long reach — The digital workplace reaches 80 percent of the workforce.

HR uses the digital workplace more intensively than either Communication or IT.

High use of the digital workplace — Employee support functions at 60-70 percent of this segment use the digital workplace to deliver their services. 50 percent of the segment say their HR department uses the digital workplace extensively.

BYO not common — 15 percent do not allow BYOD and 40 percent do not allow BYOPC.

Key Factors That Impact Retaining Knowledge

55 percent cited *communities and social networking* as key to preserving knowledge and know-how when people leave the organization.

Source: Jane McConnell <http://www.digital-workplace-trends.com/organization-in-the-digital-age/>

Survey findings 2

Topic	Level of importance to your business (0-30)	State of readiness (1-5)
Lawyers come and go: capturing knowledge at speed	10	2
Collaboration and KM beyond the firewall	4	1.5
Getting the best from virtual teams	11	1.8
Bringing it all together – legal project management	5	2
Cumulative total for level of importance	30	

[Source: Intranet Focus / knowledge et al survey of Legal firms December 2014](#)

The vision

As the single national body for improvement in the NHS in England, it is vital that NHS Improving Quality adopts a knowledge-driven culture to ensure it delivers the valuable, sustainable and cost effective solutions the system requires.

As a team, we are focused on being:

- Vibrant, energetic and service focused
- Lean and efficient
- Effective at developing partnerships
- Dedicated to continued professional development.

Our ambition for NHS IQ is to pave the way and lead by example in becoming a high performing knowledge enabled learning organisation.

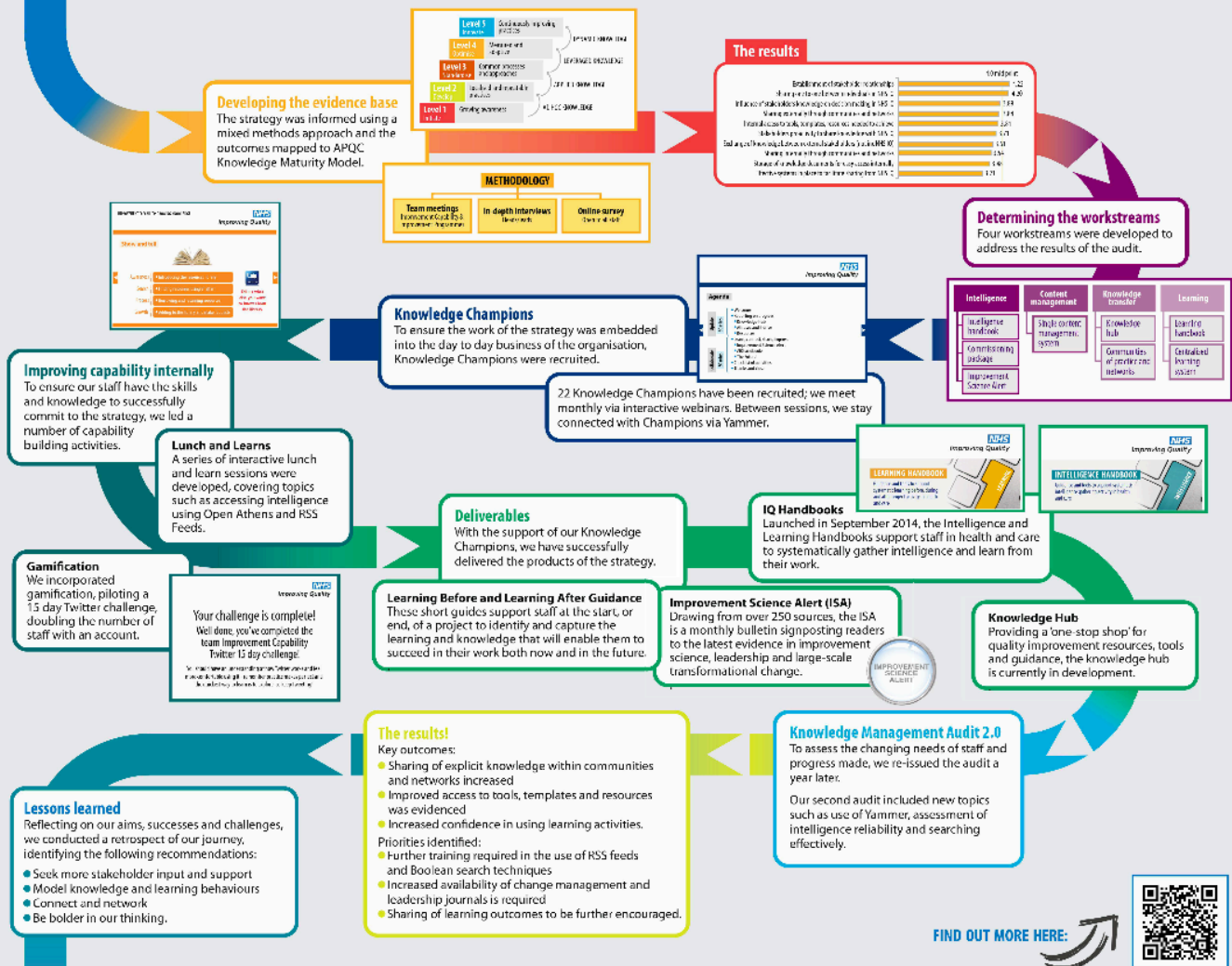
To realise this ambition, a Knowledge Management strategy was developed and implemented internally - this is our journey.

The authors

This poster was created by the Knowledge and Intelligence Team at NHS Improving Quality.

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Knowledge Strategy in the NHS: A Journey



FIND OUT MORE HERE:



Health

knowledge challenges

How can current NHS organisations
mitigate against *corporate memory
loss* as they work towards closure?

How will continuing and successor
organisations *acquire knowledge*
from their predecessors?

source: NHS

“...we are about to lose some key clinical staff from the programme. [He] is concerned that we will also be losing a lot of knowledge and experience from the programme...”

Clinical Lead

“I have been asked to develop a KM Strategy for the Trust...”

Director of Innovation and Strategy,
Hospitals NHS Trust

“...we have in mind for an initial knowledge transfer workshop - this to be part of a workstream to support an overall approach for transition towards GP consortia...”

Associate Director of Consortia
Development/CKO, NHS Trust

Legal

“At some point, KM will move up the agenda when law firm management understands that KM is more than simply content creation or a library function. Project management and process are the key to that.

There are sound economic drivers for that, and I think firm management understands it, and it ties in with what they're hearing from clients wanting more for less and being under cost pressures. The efficiency driver won't go away. How do you manage that?

By capturing the knowledge you have around how to be more efficient, how to manage work better.”

Source: Stuart Hopper, KM Director Baker & McKenzie July 2014

Legal Knowledge model

What is *it*?

Why get *it*?

Where will we find *it*?

Who has *it*?

Critical Knowledge Areas	get it	keep it	share it
Client			
Operational			
Practical			
Technical			

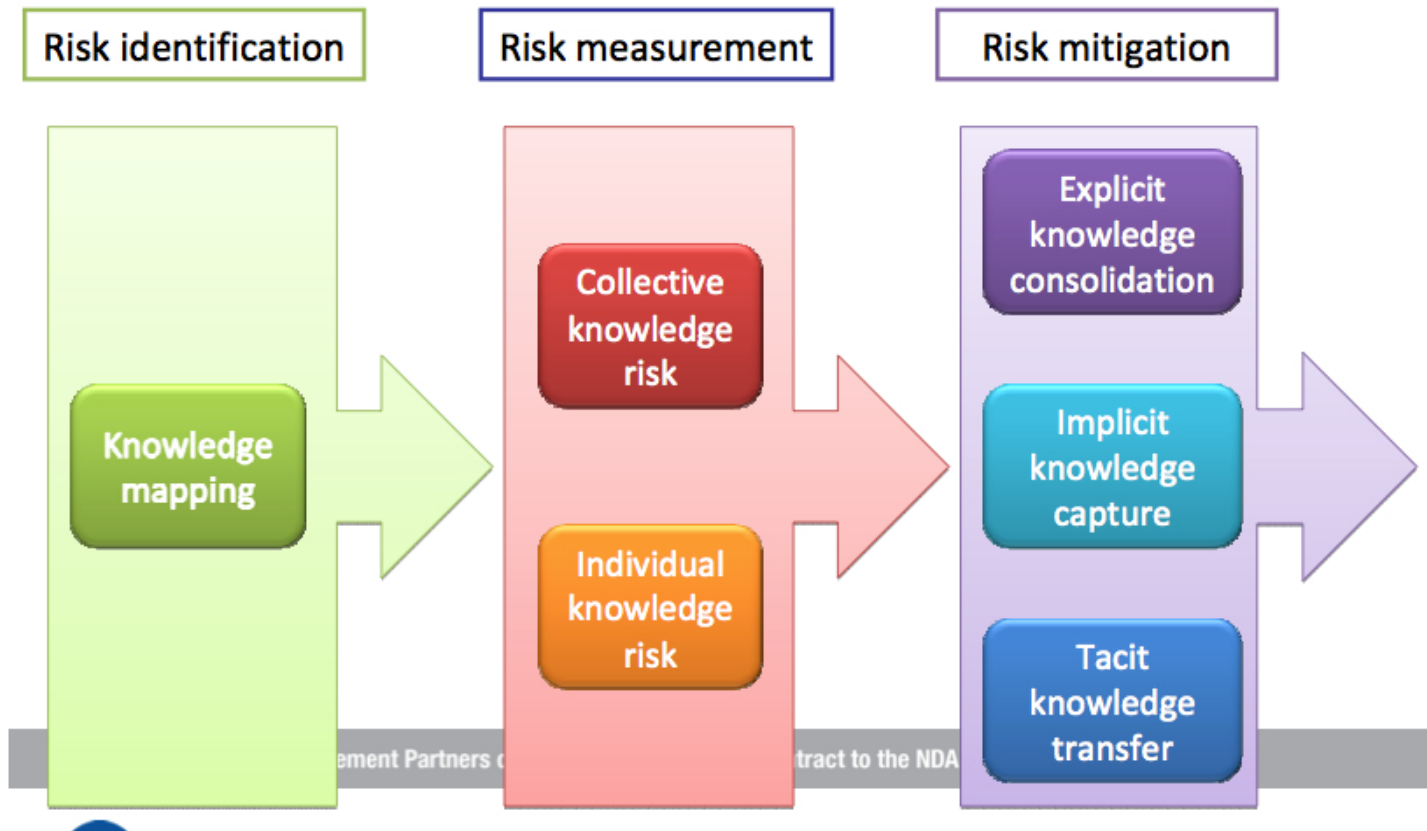
Why will they let us have *it*?

How are we going to get *it*?

Where will we keep *it*?

How do we share *it*?

Nuclear



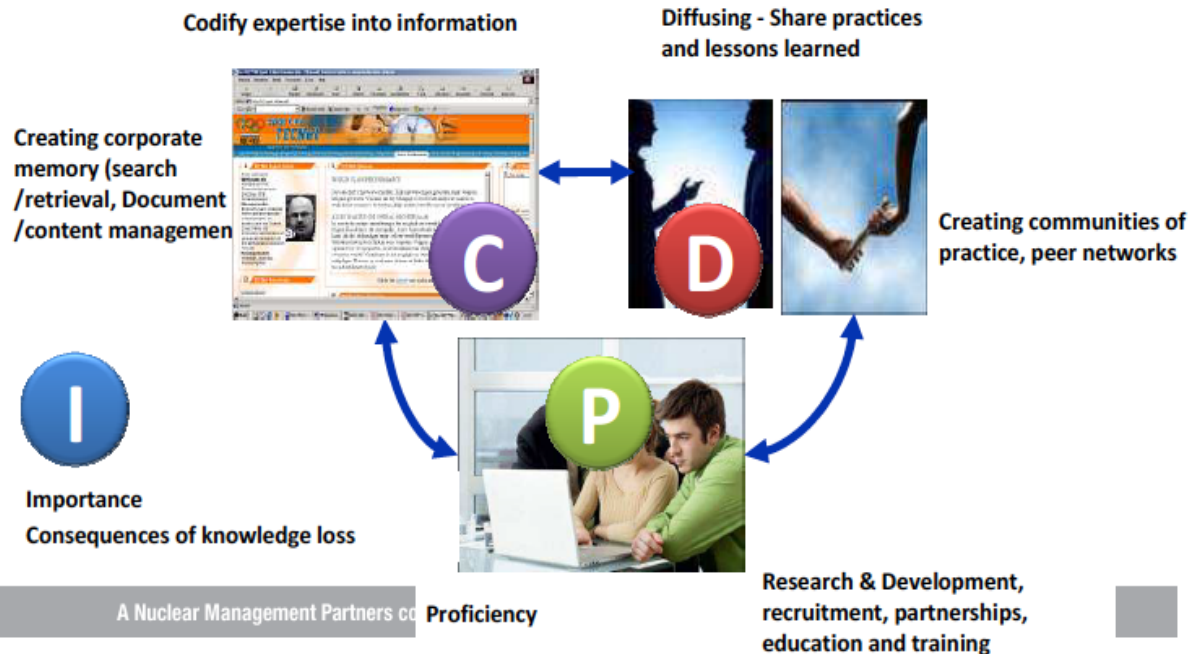
Source: Sellafield Nuclear Plant

Nuclear

Identification and measurement- Attributes of knowledge risk

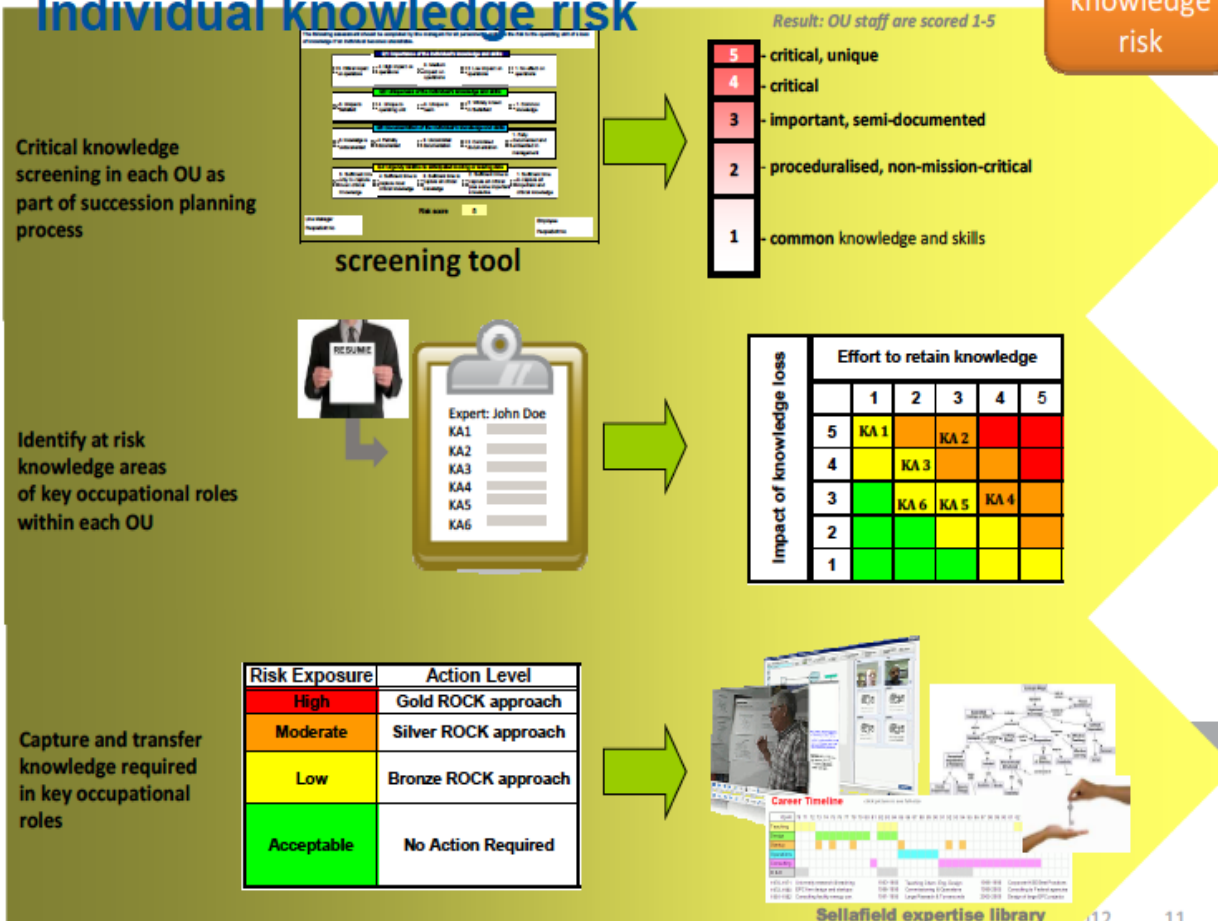
Risk identification

Risk measurement



Nuclear

Measurement – Individual knowledge risk



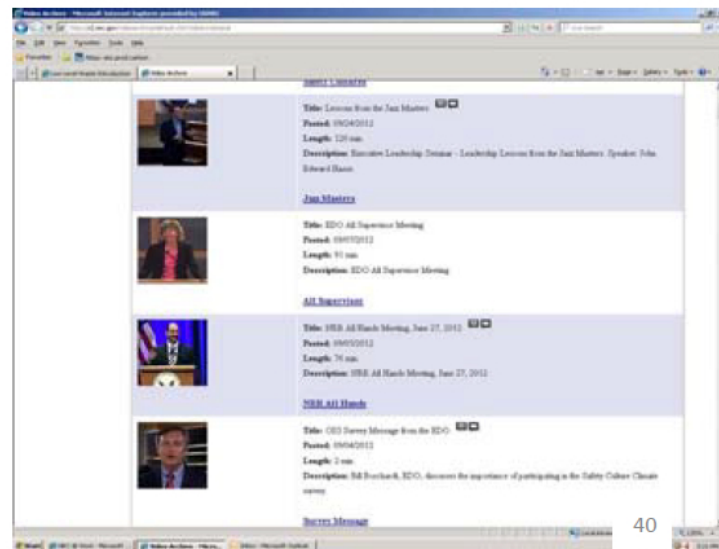
Why effective Knowledge Capture & Retention matters

Regulator



NRC Tools for Capturing HVHR Knowledge

- Interview question bank
- Assigned apprentices/trainees/rotations
- Audio-synched PowerPoints
- Inside the Regulator's Studio
- Exit Interviews
 - Written
 - Oral
 - Video
- Video Archive
- KM Document series
- Leader Challenge



Regulator

Workplace Safety & Insurance Board (WSIB) Canada

- Risk Management approach part of business planning cycle.
- Knowledge Risk Assessment and Mitigation tool at branch level.
- KM team provided different mitigation strategies for each branch depending on score. These included:
 - Audio or Video capture
 - Replacement strategy
 - Procedure manual amendment
 - Agree Alumni on call retainer arrangement
- Impacted branch perception of KM function and willingness to think about what the context for knowledge capture was.



4 I Under the microscope – UK Revenue Service program (run jointly with Sparknow)

How safe is your knowledge?

So, why do you
want to leave
this company?



I think I can make
more money now by
just selling the data
& the information
I have stolen
during my tenure.



Brainstuck.com

Knowledge loss in government

‘...True tacit knowledge can’t be passed on when people leave, you need a strategy to ensure you don’t get to that point...’

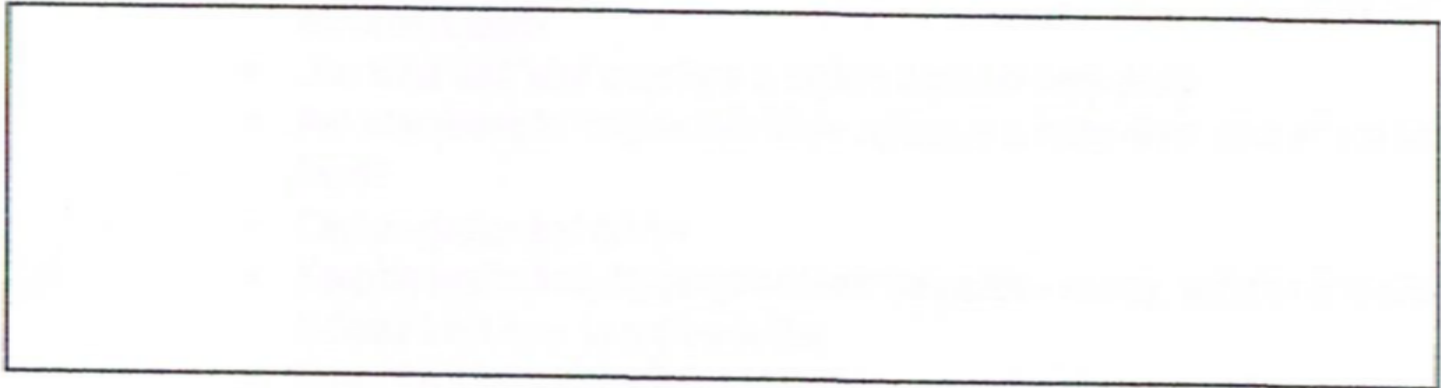
‘There is a real concern about loss of knowledge when people leave which is why a lot of effort has gone into building a knowledge harvesting toolkit for the KIM community....’

source: Karen McFarlane, Head KIM Profession September 2013

Original approach

Exit interview

4. Thinking about your role and responsibilities, what are your top lessons and insights?

A large, empty rectangular box with a thin black border, intended for the respondent to write their top lessons and insights.

source: taken from a 5 part questionnaire

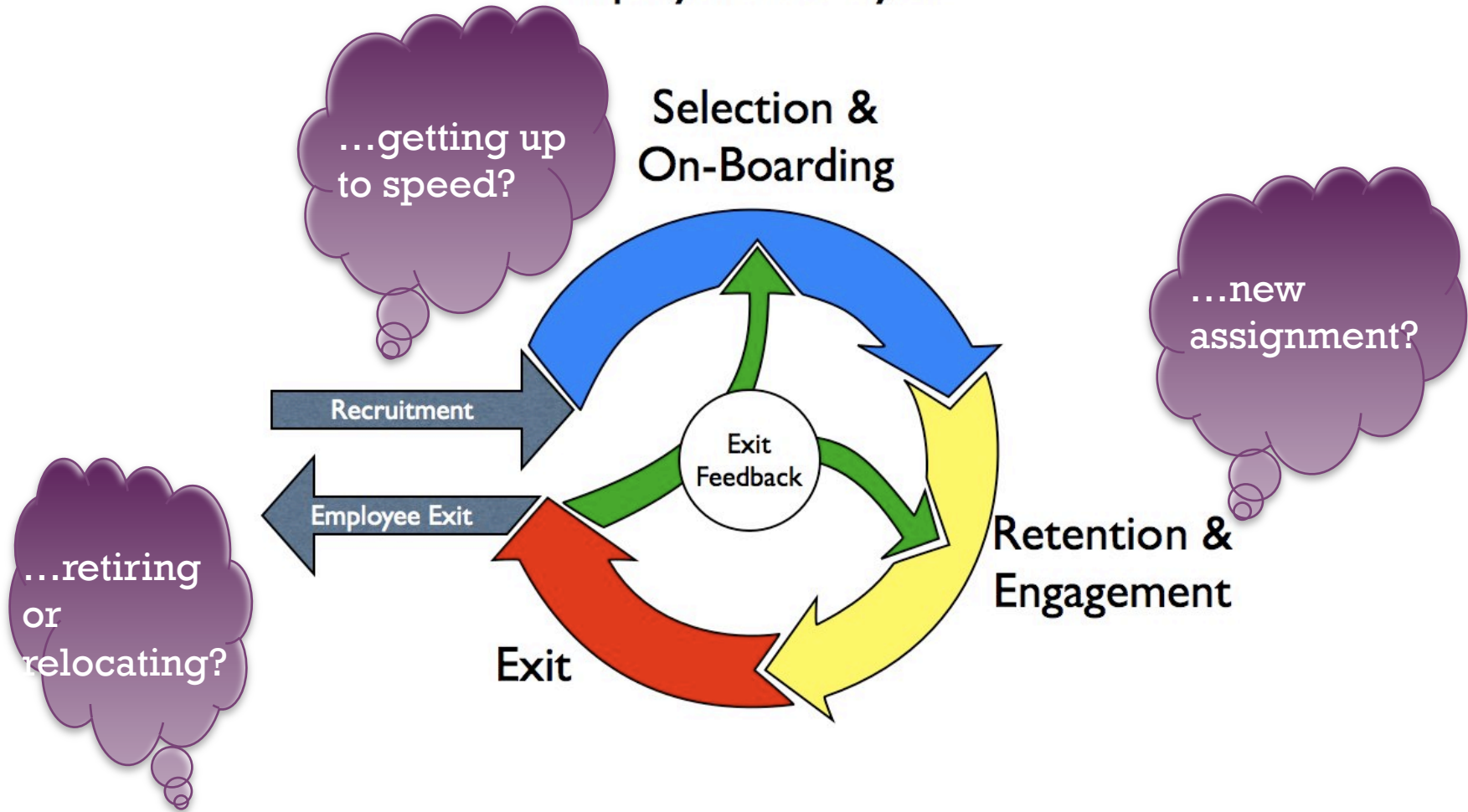
Programme aims...

“...to make knowledge retention part of the engrained behavior and the way ‘we’ work. It should be a continuous process fuelled by the belief that everyone has something to contribute and much to learn from sharing knowledge”.

source: Alma Kucera Head KIM Revenue Service introducing the knowledge capture and retention programme

Work with the employee life cycle

Employee Life Cycle



Programme overview

Module	Learning objective	Tools
Positioning	how to identify critical knowledge in HMRC look at knowledge elsewhere	Objects Anecdote Circle Timelines Narrative Maps Positive & Negative deviance
Setting up	how to identify and approach the knowledge holders & networks how to design a knowledge capturing approach	Card Sorting Archetype mapping Decision Journals In their shoes
Capturing	develop a understanding of different capture techniques benchmark against existing approaches in HMRC	Sketchbooks Interviewing Recording Group Elicitation Reverse thinking

Programme overview

Module	Learning objective	Tools
Analysing	how to analyse and organise the material that has been captured	Cataloguing Curating
Sharing	how to share the knowledge that's been captured how to engage with your audience	An audience with Value stories Pass the baton Valedictory dispatch
Evaluating	recap on the previous 5 modules identify the most valuable tools and reengage with them	After Action Review Essay in 2 Voices Vote & do Most significant change

Evaluation of the programme

‘What it did for all of us, it highlighted the potential damage from the loss of critical knowledge.’

Most valuable techniques:

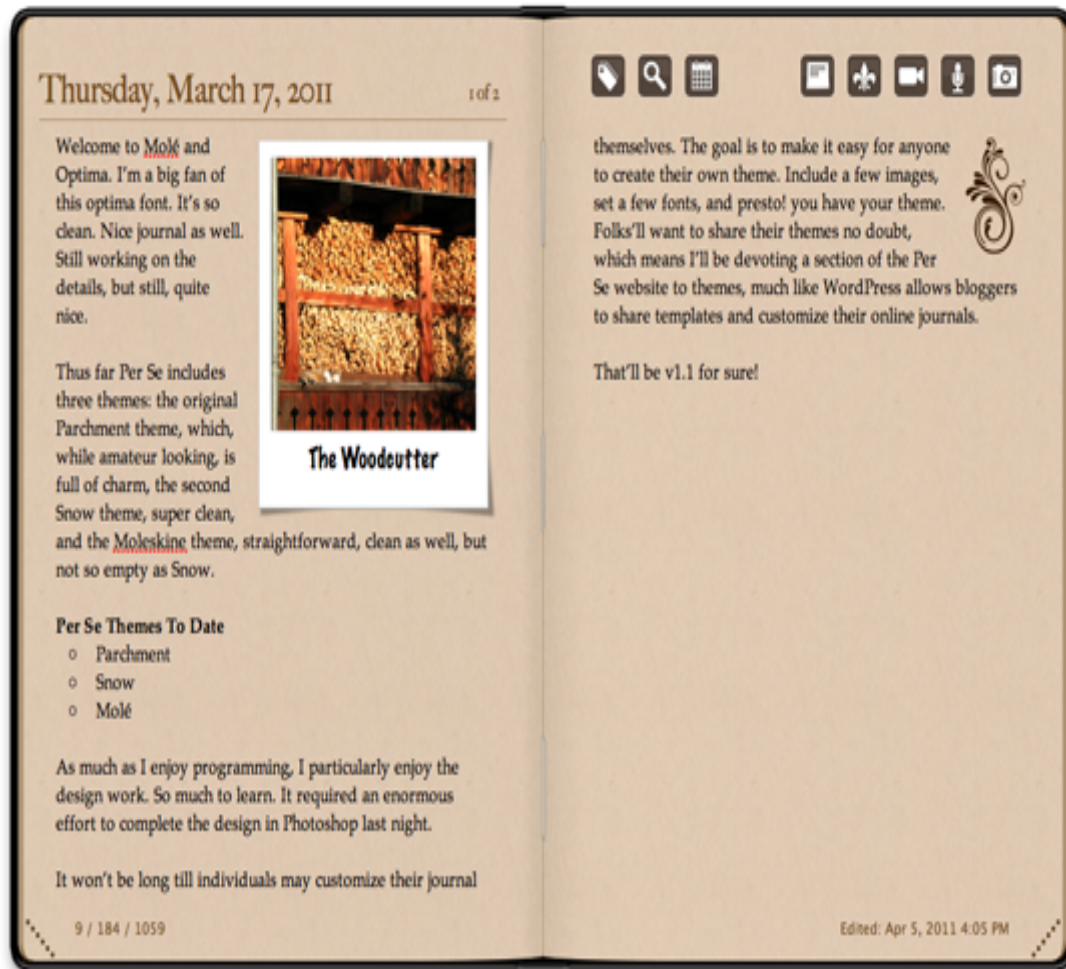
- Decision Journals,
- Anecdote Circle
- Narrative Grid,
- Critical Decision Interviewing

‘We found ‘An audience with’ was most effective working with detailed specialists as they have a technical bias.’

Source: Evaluation Team

A technique that worked

Journals



**Program Visit
Sketchbook**

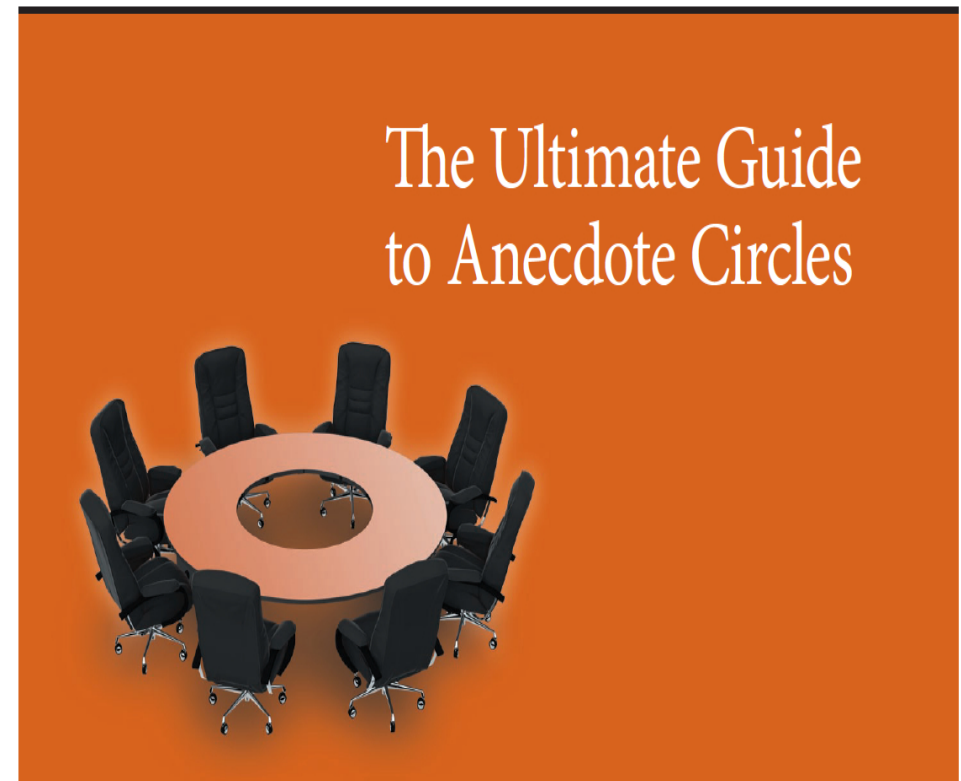


A technique that worked

A practical guide to facilitating storytelling and story listening

An anecdote circle differs from a focus group in one specific way: there is a **lack of focus**. Explore themes, are not testing a hypothesis or searching for a single correct answer.

An anecdote circle is less concerned with the group's opinions and judgments; rather, **it seeks to elicit experiences, anecdotes and stories.**



A technique that worked

narrative grid

Sparknow narrative grid

please use a black pen and write legibly

	before	during	after
formal	2 return to work interviews 1 cause for concern manager's handover	Discussion with individual Review of documents Discussion with MAS Referral to discussion with ATOS Record discussions.	Formal meeting with PCS Discrimination complaint supported by evidence gained during event Formal discussions with managers to discuss ST 'top 10' absentees and share knowledge / experience.
informal	Knowledge of personal procedures.	Discussion with ATOS, previous managers, colleague and team members. Discussion with individual PCS involvement. Support from ID.	Research on mental health issues esp. alcoholism - shared with other managers.

about the session
session date: _____
session location: _____
worksheet authors: _____
contact details: _____
any other reference materials: _____

notes on information and knowledge implications

out the project
ect name: _____
t location: _____
dates: _____

A technique that worked

‘an audience with’





5 | What to capture

Knowledge...

provides **insight for decision making**.

is profoundly different from information, which is ubiquitous and can be stored and transmitted at near zero cost.

is difficult to codify, contextual, mostly tacit, and often at the core of social interaction.

Its characteristics are unique:

- it does not depreciate with use;

- is intangible; and, although difficult to measure, requires continuous feedback to ensure relevance, influence and use.

source: World Bank Group

Knowledge in context

We communicate information to one another

Learning is turning information into knowledge

We know far more than we can ever say

We say far more than we can ever write down

Tacit knowledge is embodied in individuals, teams and communities/
networks

Explicit knowledge is embedded in learning systems, knowledge
bases, processes, work practices, manuals, SOPs, best practices,
documents etc.

Wisdom is not a product of schooling, but the lifelong attempt to
acquire it, through both learning and experience.

Source: Knowledge Associates

Critical Knowledge in context

“HVHR Knowledge is that knowledge that is of especially high value and important in terms of its application to operations, and where there is a high degree of risk of loss of that knowledge due to retirement, or by virtue of there being very few people who possess that knowledge.”

Or functionally speaking,

“If I took the two most valuable people from you (the ones you really rely on when the going gets tough), who are they and why are they so valuable?”

Source: Patricia Eng

What to capture

KT&R - Annual Risk Ranking

- **Categories**

- A = Regulatory (Federal, State, Local)
- B = Performance Objectives & Criteria (INPO)
- C = Business Objectives

- **Program / Process Health**

- 1 = Good: no significant improvements necessary
- 2 = Work in Progress: actions to improve are identified and working
- 3 = Poor: trends or gaps noted, action plans not yet developed or not enough progress made to claim work-in-progress

- **Turnover Risk Factor**

- x5 = Projected attrition within 1 year or high depth risk
(vacant critical position or inexperienced personnel)
- x4 = Projected attrition within 1 to 2 years or medium depth risk
- x3 = Projected attrition within 2 to 3 years or some depth risk
- x2 = Projected attrition within 3 to 5 years
- x1 = Projected attrition greater than 5 years



6 | How to capture

How to capture & transfer

‘Deep Smarts’



Level	Competency
Foundation	Understand the Pipa methodology
Practitioner	Able to use the Pipa methodology for treatment
Teacher	Able to use and instruct others in the use of Pipa
Specialist	Subject Matter Expert able to improve Pipa

Source: LogicaMentes

How to capture & transfer



PIPA PROGRAM

Programa Integrado Para o Autismo
The Integrated Program for Autism



Cláudia Bandeira de Lima



Clinical and Neurodevelopment Psychologist working in LógicaMentes - Child Development Center. Clinical Director of LógicaMentes.

Psychologist in Neurodevelopment Center in Santa Maria Hospital – Lisbon-Portugal.

PhD student from the Lisbon University (Medicine and Letters Faculty) with research project on Communication and Language acquisition and development in Autism Spectrum Disorders. Experience in Autism Spectrum Disorders and Augmentative Communication Systems. Specialization in North Carolina University (USA) – Division TEACCH and in England - Picture Exchange Communication System.

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1

Programa PIPA - O Programa Integrado Para o Autismo

The Autism Spectrum Disorder is a Neurodevelopment disorder characterized by marked changes in several areas, including the socialization / communication and behaviour

According to the American Academy of Paediatrics (AAP) the intervention should start as early as possible, as soon as there is a suspected diagnosis and initiate intensive care with a minimum of 25 hours per week and 12 months a year through a planned program with specific activities work for the identified goals.

According to the AAP the first objective of any intervention is to minimize the deficits, maximize the strong skills of children by promoting their autonomy and quality of life, relieving the family stress. Intervention should be able to stimulate the following areas: cognition, socialization, communication, behaviour, autonomy, play and academic skills

PIPA Program

The Integrated Program for Autism is a program directed at children with Autism Spectrum Disorder that is based on structured teaching with origins in TEACCH methodology (Treatment and Education of Autistic and related Communication-handicapped Children). It aims to promote:

The Integrated Program for Autism is a program for children with Autism Spectrum Disorder and is based on structured teaching with origins in TEACCH methodology (Treatment and Education of Autistic and related Communication-handicapped Children). It aims to promote:

- Socialization
- Cognition
- Communication / Language
- Academic Learning
- Attention
- Behaviour
- Emotional Development
- Motor Development
- Autonomy
- Sensory Integration

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2

How to capture: 3 interview types

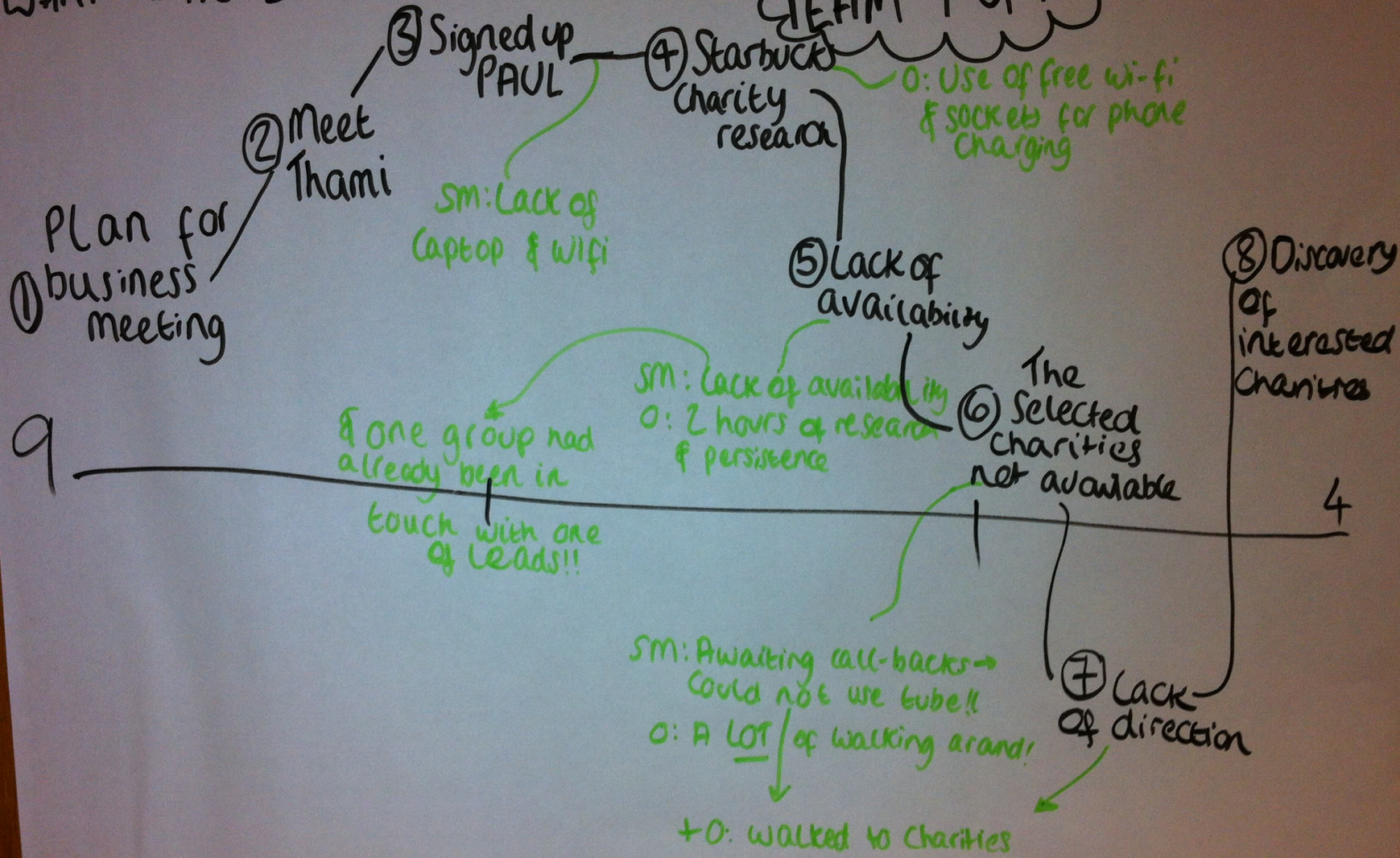
Type	Naïve / Short	Oral History	Critical Decision
value	snapshot across range of people precursor to more interviews	deep insight on a wide range of topics and across time	deep insight on an event
location/ set up	agnostic/ Invitation or survey	critical/ detailed brief & prior meeting	important/ invitation or debrief & Narrative Grid
duration	short (15 mins)	long (>2hours)	short or long
comments	f2f or by phone / can be recorded	f2f with top quality sound recording	f2f with good sound

How to capture: 3 prompts

- Basic timeline
- Decision analyzer
- Narrative grid

WHAT HAPPENED + WHEN

TEAM F.G.F.



STICKY MOMENTS

Decision analyser

Date

Date

What led up to the decision and who was involved?

What kinds of knowledge and information were needed, who did you talk to and where did you go to find it?

What would you tell someone facing the same decision?

What happened as a result and how did you record and share it?

How to capture

[illegible]

How (and when) to capture

debrief

‘...you have to interview people within a month of an event because after a month they go into constructive fantasy...’

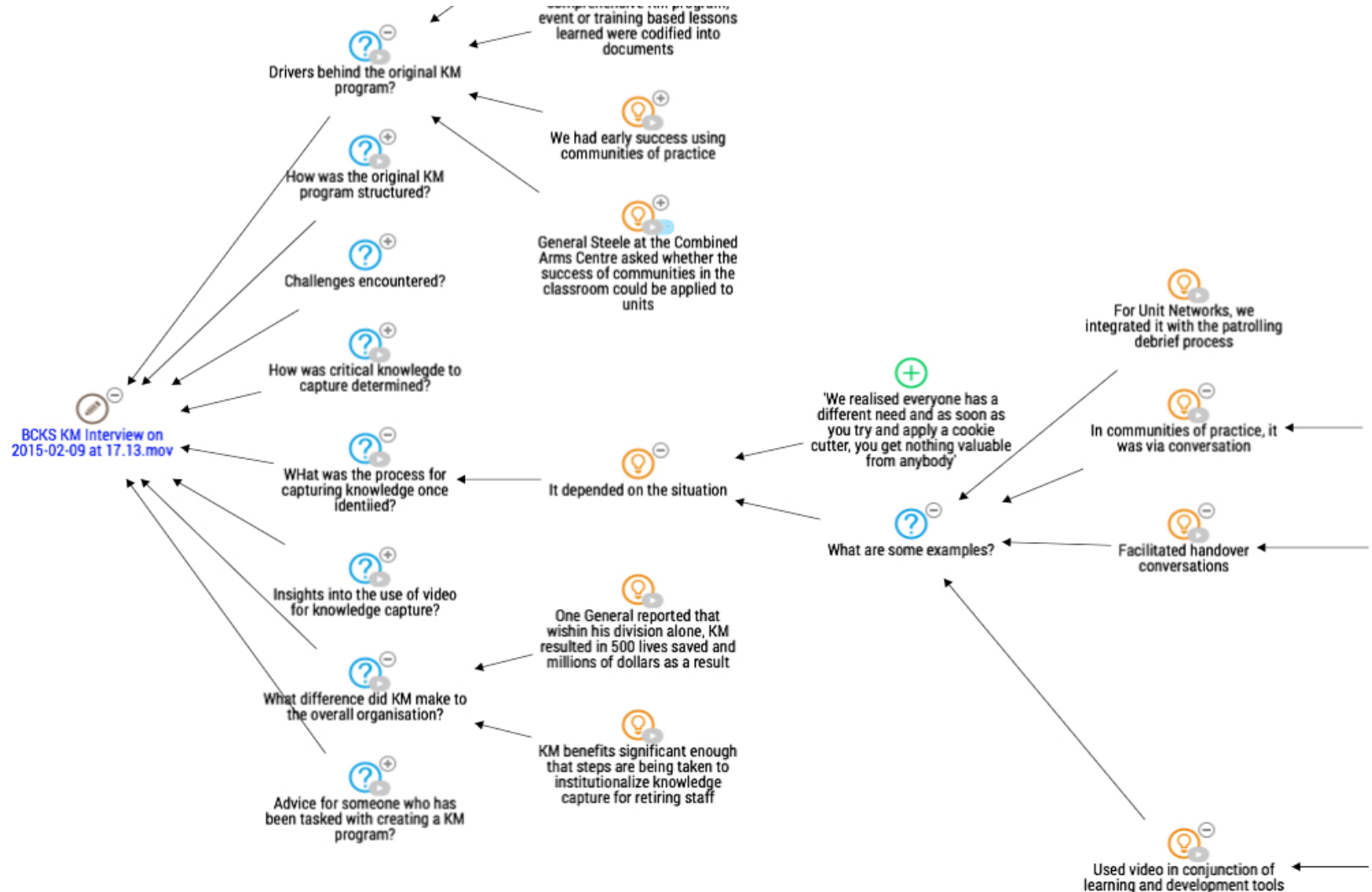
‘...timing of knowledge is key...knowledge is like fruit you have to prepare the audience and it has to be ripe to meet their expectations...’

source: Professor Victor Newman

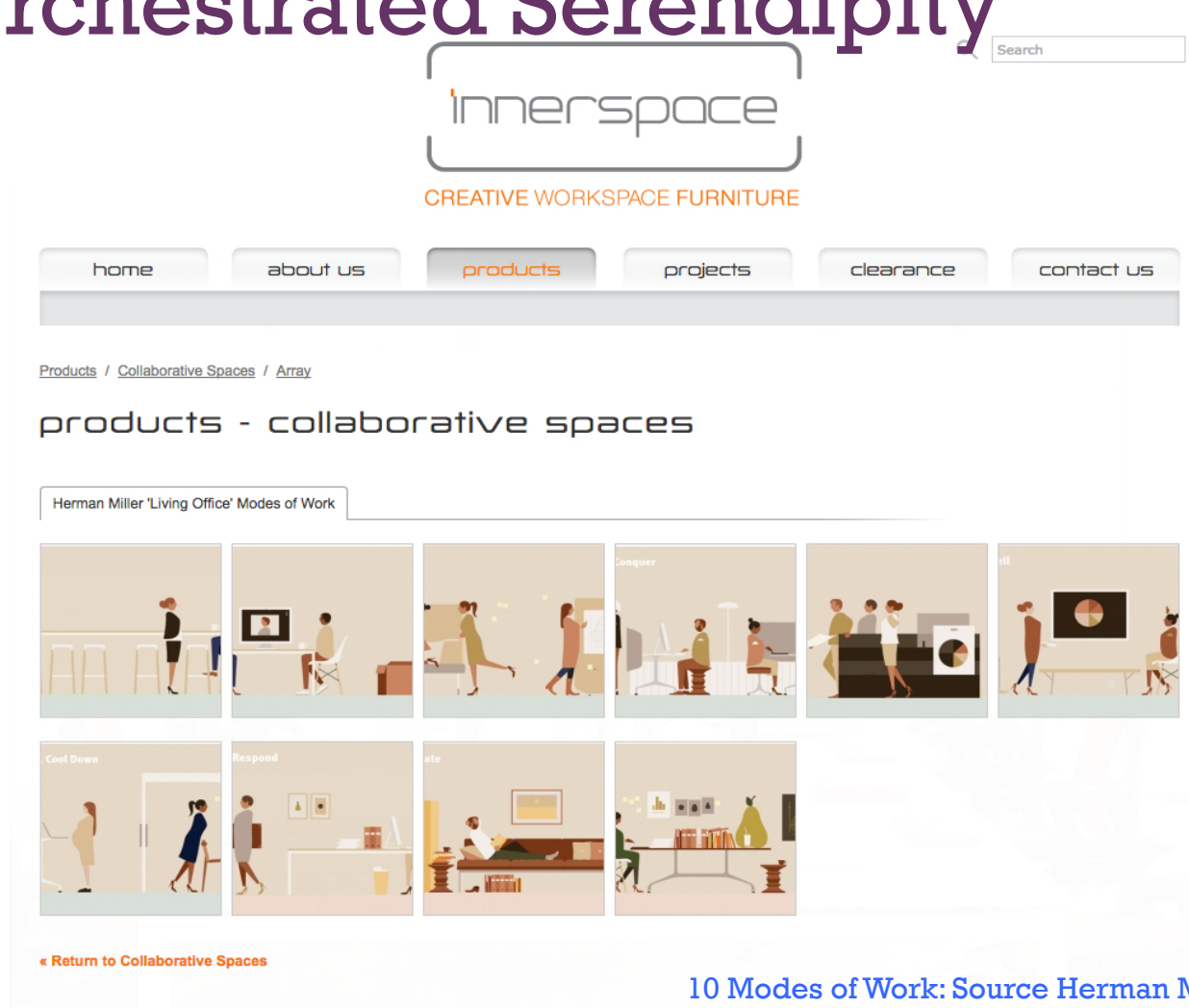
How to share the outcomes

- Case Studies with “what if”
- Frequently asked questions
- Community of Practice threaded discussions
- Community of Practice ‘Leader Challenge’
- Wiki Journals and SOPs
- Leadership Blogs to inform and educate
- YouTube like video
- Document Repository (library)
- Tutorials
- Continuity books & journals
- Web-based discussions
- Announcement
- Formal training/lectures/seminars
- Lunch and learns
- Intern Training Program (On-Boarding)
- Executive summary
- Email-based vignettes
- Decision / assessments table discussions
- Concept map discussions
- Branching story
- Simulations
- Games
- Virtual Reality/3D
- Apps for tablets & phones/mobile learning
- Role play exercises
- Full scale rehearsals

How to share the outcomes



How to share the outcomes: 'Orchestrated Serendipity'



10 Modes of Work: Source Herman Miller



7 | Discussions & wrap up

Challenges for the KIM worker

“Few companies think explicitly about what knowledge they possess, which parts of it are key to future success, how critical knowledge assets should be managed, and which spheres of knowledge can usefully be combined.”

Source: Harvard Business Review January 2015

“We have this idea in knowledge management that if we simply give people more information it will change the way they make decisions and we’d get better results.

In reality, people don’t consciously think about how they’re making the decision, they’re using the mental maps they’ve always used, they’re not even looking for more information.”

Source: Gordon Vala-Webb August 2011

From Sandra Higgison’s Evolving Role of the Knowledge Worker interview

Summary: my top 10

1. Identify what *Critical Knowledge* is and the key knowledge assets of your organisation are.
2. Establish where organisational expertise (or gaps) exist.
3. Avoid creating overly complicated knowledge bases and making collections of irrelevant *lessons identified* or vignettes.
4. Note the pivotal role of Subject Matter Experts (SME's) and potential value of effective Communities of Practice (CoP's).
5. Evolve from *Just in Case* or even *Just in Time*, to *Its just the way we do things around here!*

Summary: my top 10 (contd.)

6. When faced with 'Knowledge capture in a hurry' focus on decisions or events and use objects, images, A3 and postcards to stimulate thoughts.
7. Dialogue is as important as words on a page for capturing and sharing.
8. Remember context is king and that every person sees and hears differently. Tailor questions and the way you share. Use communication channels that appeal to each audience.
9. Use checklists (knowledge embedded tool), interview spines and techniques such as Learning 'Before, During and After'.
10. Never forget the 'what's in it for me' and the needs of HIPPO!

And finally ask yourself...

If you didn't come back to work what would be lost / what wouldn't happen each day?

What Knowledge do you think you can afford to lose when someone retires or relocates?

What networks would be lost if you didn't come back?

My contact details...

knowledge et al

when the journey is as important as the destination

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Paul J Corney...

A few career highlights	Academic & Affiliations
Saudi International Bank (Senior Manager)	Brighton University Business School (Faculty Member)
Zurich Financial Services (Vice President)	Lisbon Business School (Masterclass Leader)
Sparknow LLP (Managing Partner)	Plan Zheroes Charity (Founding Knowledge Trustee)
knowledge et al (Managing Partner)	Royal Institute of International Affairs (Member)
A few knowledge related assignment highlights	
knowledge capture & retention programme	Her Majesty's Revenue & Customs
knowledge into StageGate / underwriting process	Middle East Group / Zurich FS
knowledge & Info roadmap / knowledge space assessment	BMS Group / Clyde & Co
knowledge & information strategies & implementation	Asian/ Caribbean/ Islamic Development Bank (s)
knowledge & managerial due diligence	Kleinwort Capital
knowledge records retention	Transport for London
global engagement and collaboration	RBS Coutts / Swiss Agency for Co-op & Dev

Refreshments



Why effective Knowledge Capture & Retention matters

slide 64

Importance of KM techniques

learn before

- visit your knowledge bases, read up on your 'expertise'
- conduct Peer Assists to see what others know

learn during

- keep project 'accounts' and journals as you go
- conduct 'pause & reflect' (After Action Reviews)

learn after

- feed learning back into and enhance your processes
- share the stories with your organization and your community

Importance of checklists: 'DEBRIEFS'

Design: A good agenda agreed to in advance with a specified end sent to the right people.

Environment: If this is wrong you are starting from a negative place.

Briefing: The set up is vital – the key players need to commit to being there and to understand what the objectives of the session are.

Roles: Make sure people know why they are there and what's expected of them.

Intuition: if you are facilitating, trust your judgment and be flexible and willing to go down different pathways; expect the unexpected!

Engagement: Be appreciative and encourage laughter. When people laugh they relax and are engaged, when people relax they are often creative, and when people are creative things happen.

Food and Beverages: They lubricate the tongue and act as a natural break.

Silence: Don't be afraid to let it hang when you get to an uncomfortable moment.

Importance of objects: postcards

My 3 takeaways are:

.....

.....

.....



Importance of Social Media



For all donut lovers

Source: Jaap Pells

References (and suggested reading)

'The role of cross-national knowledge on organizational ambidexterity: A case of the global pharmaceutical industry': Denise Dunlap, Tucker Marion and John Friar
Northeastern University, Boston, MA, USA

Deep Smarts, How to cultivate & Transfer: Dorothy Leonard, Walter Swap

'From causes to conditions in group research': J. RICHARD HACKMAN*
Department of Psychology, Harvard University, Cambridge, Massachusetts, U.S.A

<https://hbr.org/2015/01/managing-your-mission-critical-knowledge>

'The map and the territory – a practitioner perspective on knowledge cartography'. Paul Culmsee and Kailash Awati

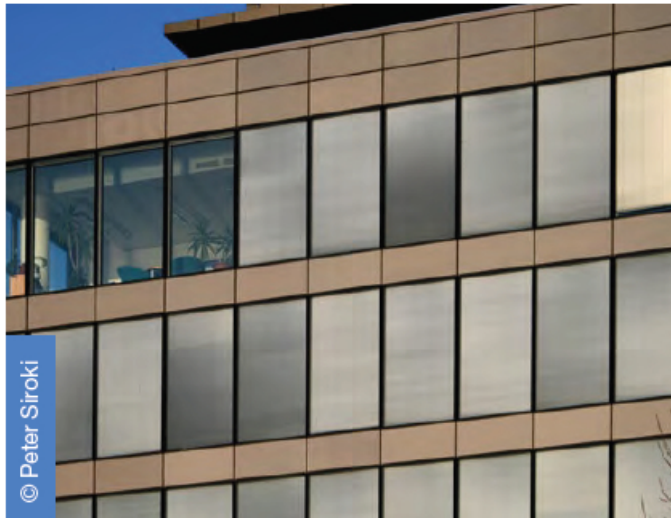
<http://johnstepper.com/2014/01/04/the-5-elements-of-working-out-loud/>

Managing Your Mission-Critical Knowledge: Martin Ihrig and Ian MacMillan HBR
A series of blog postings on the HMRC 'capturing and exploiting corporate knowledge' programme and on the idea of 'Knowledge capture in a hurry' can be found here:

<http://www.knowledgeetal.com/?cat=133> and

<http://www.knowledgeetal.com/?s=knowledge+capture+in+a+hurry&submit=Search>

why space matters



PAST

Location-specific

Owning space or long-term lease

Highly territorial space

Strong physical branding

Formal structured interaction

Physical space and mobile technology



FUTURE

Network of locations

Short-term lease, pay-as-you-go

Alliance/shared/hired space

Varied internal and temporary brand expression

Flexibility, connections, implementation speed

Operating across virtual and physical space

[Living Workspace: Ove Arup](#)