Creating a Knowledge Sharing Culture

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Quantum² Leadership Circle

Strategic Competencies

- Environmental analysis
- Knowledge culture vision
- Perception analysis
- Relationship management
- Management buy-in

Business Competencies

- Needs assessment
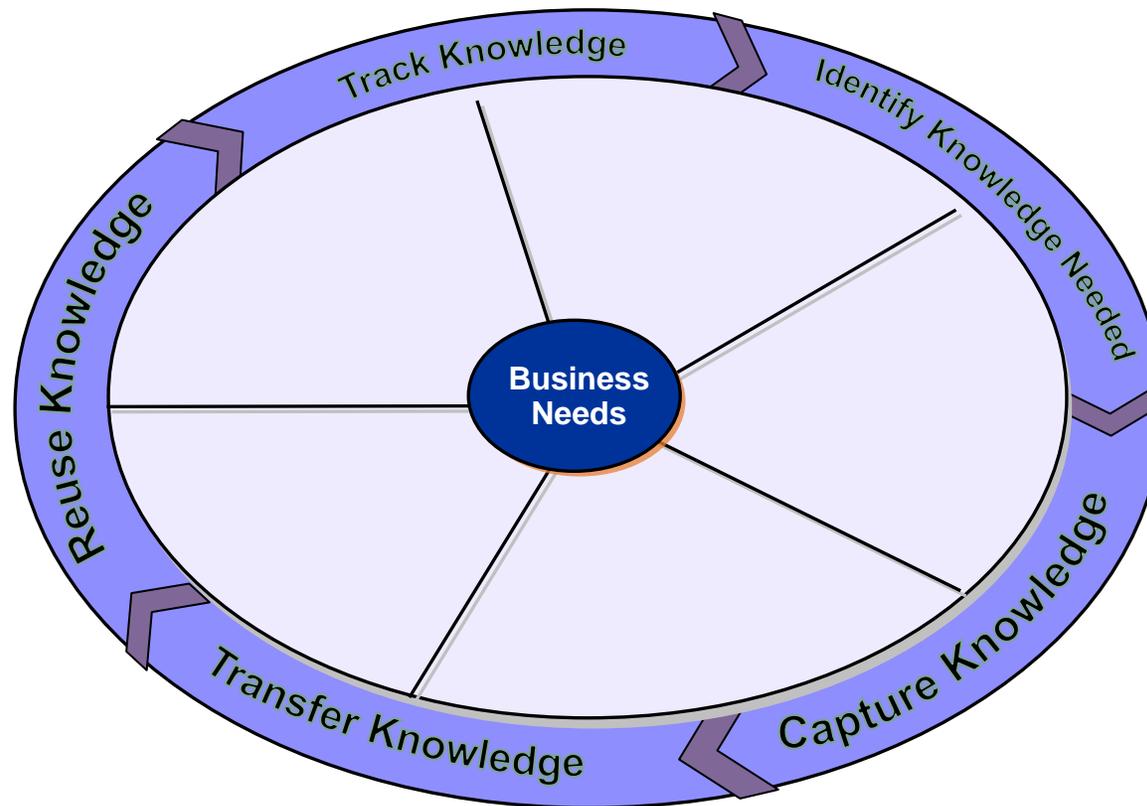- Service definition
- Marketing
- Performance
- Measurement

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Agenda

- What is Knowledge Sharing?

- Four Steps for a Knowledge Sharing Plan

- Action Plan

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What is Knowledge Sharing?

Knowledge sharing results from a cycle of activities built around business needs that translate work experience in shared or common knowledge

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Envisioning a Leadership Role
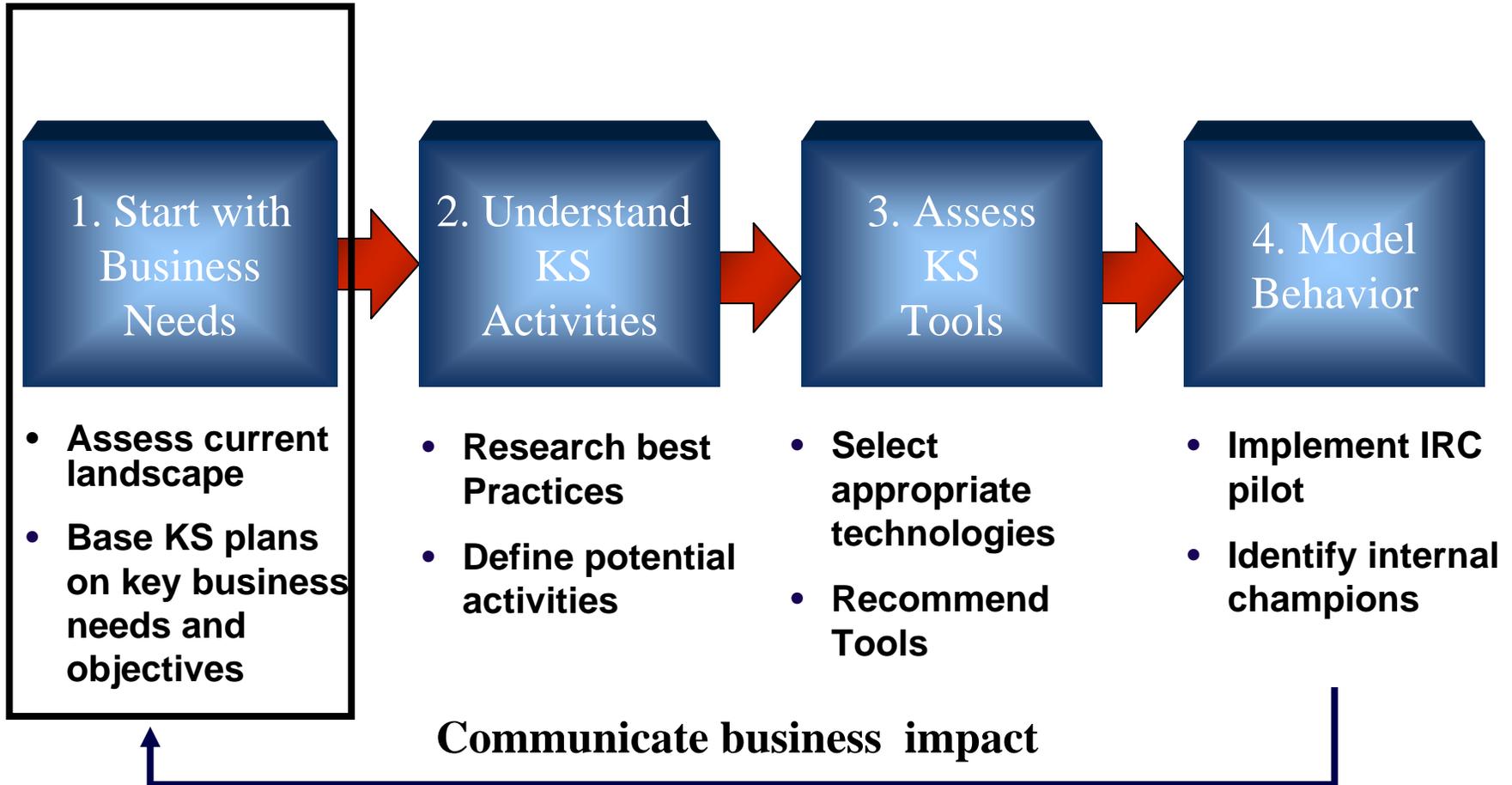
- Use your organizational knowledge
  - You know:
    - The points of knowledge valuable to users
    - The internal shorthand
    - Who your users are
    - Where your users "fit in"

- Facilitate collaboration
  - You can:
    - See there are groups working on related projects
    - Connect people
    - Suggest research to fit the needs of each group
    - Reach out to the new parts of the organization
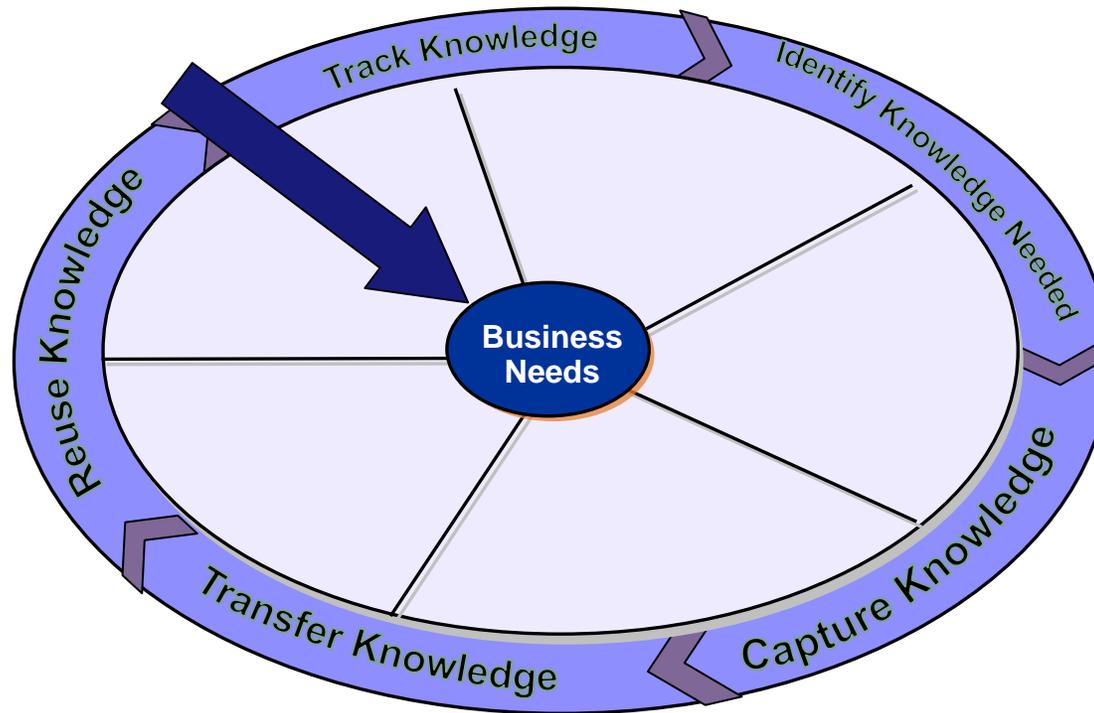   - Bridge cultural differences with shared information

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Four Steps to
Creating a Knowledge Sharing Plan

1. Start with Business Needs

- **Assess current landscape**
- **Base KS plans on key business needs and objectives**

2. Understand KS Activities

- **Research best Practices**
- **Define potential activities**

3. Assess KS Tools

- **Select appropriate technologies**
- **Recommend Tools**

4. Model Behavior

- **Implement IRC pilot**
- **Identify internal champions**

Communicate business impact

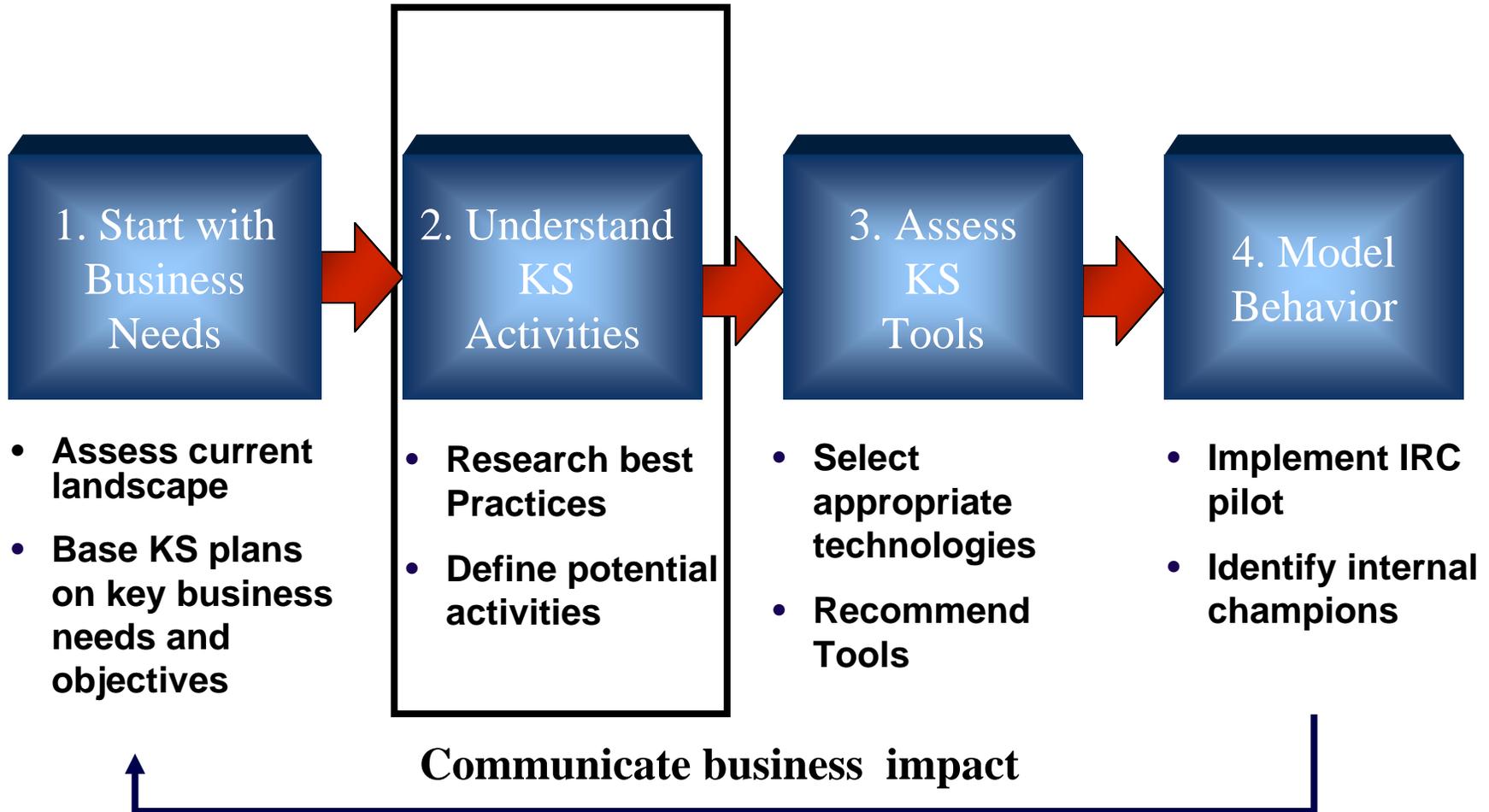© Dialog Quantum2 Program

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Step 1: Start with Business Needs

- Define the activities of business
  - Coming up with new ideas
  - Improving implementation and processes

- Identify the business needs
  - Finding the gap between the status quo and these activities
  - Tie the needs to strategic objectives

Track Knowledge

Identify Knowledge Needed

Reuse Knowledge

Business Needs

Capture Knowledge

Transfer Knowledge

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Step 2: Understand KS Activities

- How do you capture, transfer, reuse and track knowledge?
- Have you done any benchmarking?
- What knowledge sharing activities have been tried in your organization already?
- What was successful? What failed? Why?

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Step 2: Understand KS Activities

Communities of Practice

- **Formed by individuals who may be in different departments or organizations, but support a common project or initiative, or can benefit from drawing on each other's expertise on the job**
  - **Support tools: eRooms, Web Conferencing, intranet, email, blogs**

Leverage in/Leverage out

- **Leverage in: each time a new initiative is begun, check for others in the organization or in other companies who have relevant experience**
- **Leverage out: each time an initiative is completed, document or disseminate learning and experience so that others can reuse it**
  - **Support tools: Knowledge Directory, taxonomy, procedural guidelines**

Research and Re-use

- **Use standard formats for business plans, presentations and other documents to minimize development time and encourage consistency**
- **Collect and store key internal documents (eg customer proposals, project documents for archival access**
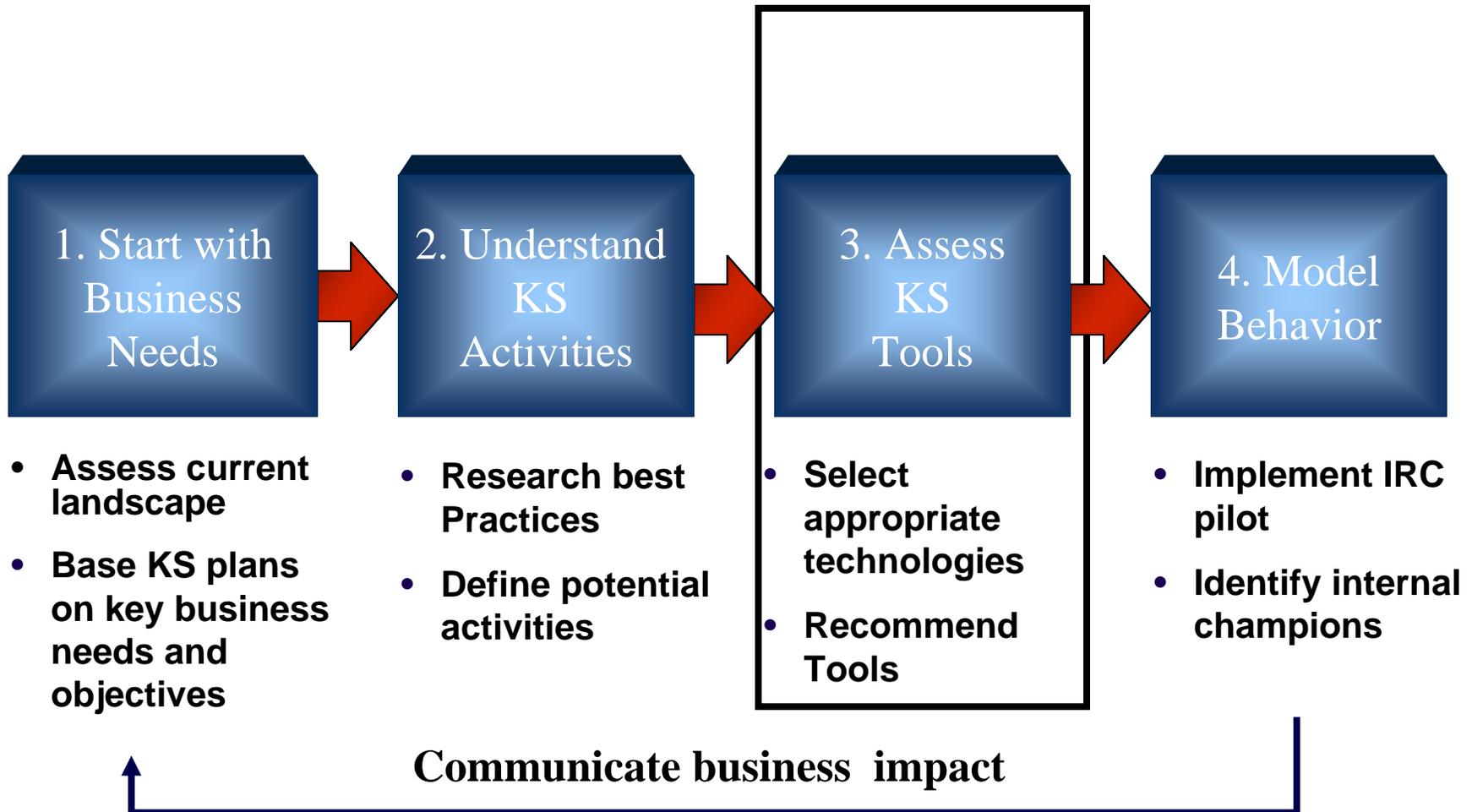 - **Support tools: business document templates, taxonomy, external resources**

Best Practices & Benchmarking

- **Bring together staff responsible for a major initiative with others in the organization to share information, ask advice and discuss lessons learned**
- **Research & learn from external benchmarks**
  - **Support tools: meeting space, web conferencing, networking, online research**

Knowledge Councils

- **Cross-disciplinary group with participants from different organizations**
- **Aim to identify business needs, disseminate ideas, champion KS activities and model KS behavior**
  - **Support tools: eRoom, Best practice conferences**

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Step 3: Assess KS Tools

KS activities usually require tools and technology

- – Web conferencing
- – eRooms
- – Intranets
- – Inquiry tracking database
- – Document management system
- – Directory of internal experts
- – Taxonomy
- – Internal weblogs
- – Customer/contact relationship management systems

Successful implementation of tools requires partnering
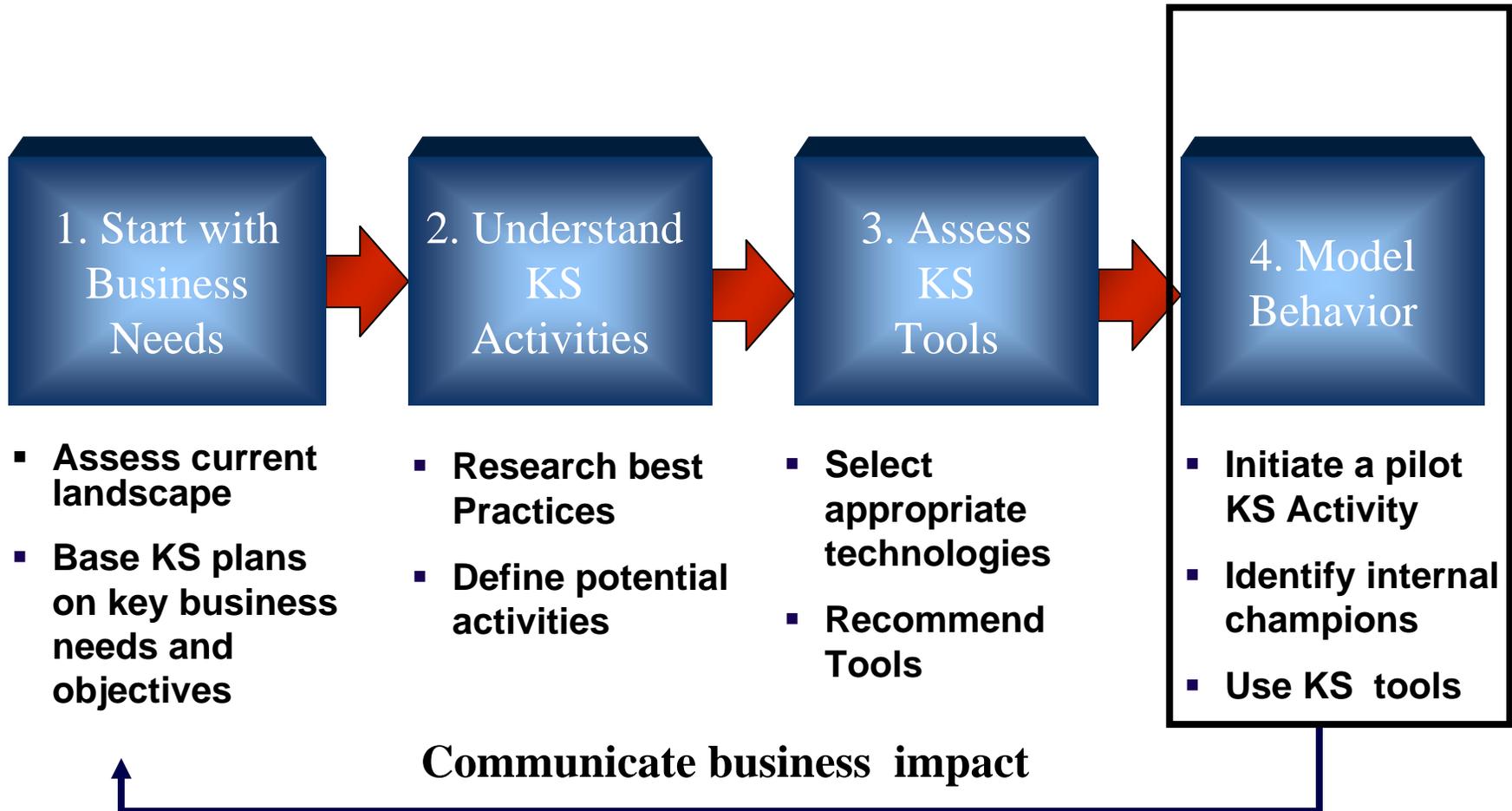
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Step 3: Assess KS Tools

- Tools are the means, not the starting point
  - Technology and tools help implement KS activities
  - Select tools after defining the business needs and anticipated activities

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- **Assess current landscape**
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- **Research best Practices**
- **Define potential activities**

- **Select appropriate technologies**
- **Recommend Tools**

- **Initiate a pilot KS Activity**
- **Identify internal champions**
- **Use KS tools**

Communicate business impact

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Step 4: Model KS Behavior

- Pick a collaborative pilot linked to a business project that:
  - the Information Dept can lead
  - addresses a clear business need

Example: The head of R&D has a need to make internal research papers more accessible in order to encourage re-use

- Information staff can develop the taxonomy – a controlled vocabulary suited to each business activity

- Information staff can collaborate with IT for selection of software tool

- Information staff can engage internal authors in the indexing process

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Step 4: Model KS Behavior

Example pilot project: Internal Document Access

- Hurdles to overcome

    – Understanding taxonomies and indexing

    – Knowing how to implement

    – Taking too much time

    – Sharing documents with everyone

    – Rewarding individual work

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Step 4: Model KS Behavior

Example pilot project: Internal Document Access

- Document authors
  - View list of taxonomy terms
  - Select appropriate taxonomy terms and tags document by subject matter
  - Use indexing tool to suggest appropriate terms

Information Center staff provide advice and consulting

Step 4: Model KS Behavior

Example pilot project: Internal Document Access

- Gain buy-in
  - Stress potential for return on investment
  - Provide training and support
  - Motivate change

Partnership with departmental management

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Step 4: Model KS Behavior

Example pilot project: Internal Document Access

- Reward and recognize knowledge sharing behaviors such as:

  - Efforts to seek out prior work and avoid NIH (Not-Invented-Here) Syndrome
  - Collaboration across organizational boundaries
  - Creating useful knowledge repositories

Partnership with Human Resources

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Step 4: Model KS Behavior

Example pilot project: Internal Document Access

- Identify and publicize examples of business results supported by the pilot project

    - Improved access to information
    - Reduced project cycle time
    - Reduced costs

Partnership with corporate communications

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Knowledge Sharing Action Plan

- Assess business needs

- Survey landscape of existing activities based on criteria
  - interview executives or designees

- Plan and implement pilot

- Review knowledge sharing focus and definitions with executive team
  - gain understanding and buy-in
  - agree on types of activities that will be included

- Formalize process for ongoing update of knowledge sharing behaviors and business results in the focus areas
  - establish Knowledge Sponsors for departments or workgroups
  - form a Knowledge Council
  - report on activities and results to management

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Knowledge Sharing Action Plan

Institutionalize process with:

- Departments
  - Define business needs and prioritize projects

- Marketing
  - Develop plan for ongoing internal communications of stories about knowledge sharing and business results

- Human Resources
  - Develop ongoing recognition and reward program

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What Can Happen

- A re-energized organization with improved communication across organizational boundaries

- Successful transfer of critical business knowledge through effective sharing of tools and processes

- A growing understanding of the value of knowledge sharing behavior to the organization

- Increased visibility for your information service

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Questions and follow-up:

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Thank you!

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