Creating a Knowledge Sharing Culture

INFORUM 2006
Tuesday, May 23, 2006

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

Business Competencies
- Needs assessment
- Service definition
- Marketing
- Performance
- Measurement
Agenda

• What is Knowledge Sharing?

• Four Steps for a Knowledge Sharing Plan

• Action Plan
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.
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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• Action Plan
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
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
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Communicate business impact

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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?
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
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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4. Model Behavior
   - Initiate a pilot KS Activity
   - Identify internal champions
   - Use KS tools

Communicate business impact
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
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
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*
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*
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
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
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
Questions and follow-up:

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Thank you!