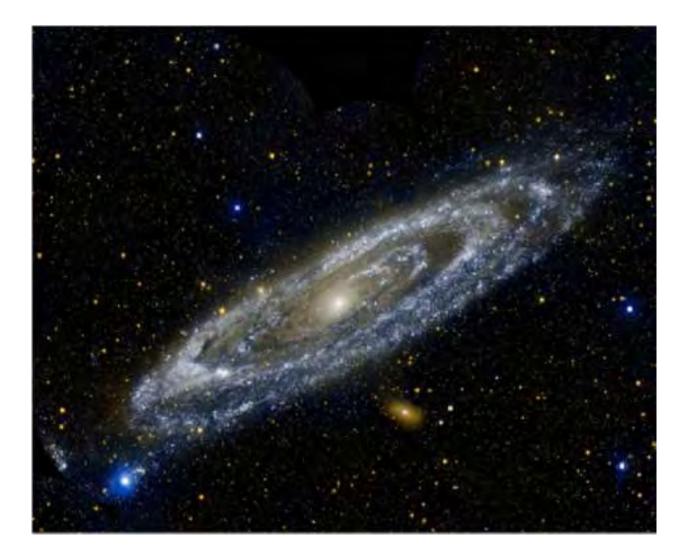


Knowledge Management: Hard Won Lessons: Or What NOT to do

Patricia L. Eng, P.E. Certified ISO KM Auditor, Author, Speaker



In the Beginning at NRC



Historically stable workforce





Increased retirements

Organizational Challenges

Changing workforce dynamics



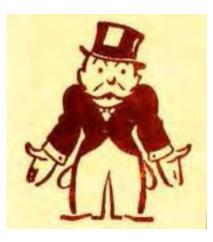


Increased public scrutiny

KM Challenges



Skeptical Management



No money



Overworked Staff

What is the VALUE to the Agency?

- Collaborate and communicate across organizational boundaries
- Capture knowledge before it is lost to create organizational memory
- Facilitate decision making
- Improve productivity decrease time to competency

What is the VALUE to Me?

- Locate knowledge and experts when needed
- Capture knowledge through interactions and discussions and make it widely available
- Streamline training
- Enhance professional development

The Path Forward



The KM Business Case

Capture SME knowledge





Connect generations

Business Case, cont.

Improve and streamline training





Maintain technical excellence

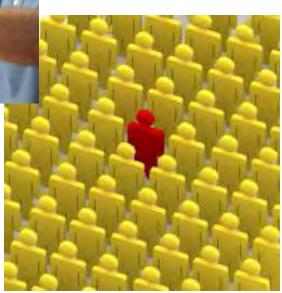
Tactics



Gather complaints



Identify high risk areas & SMEs



Tactics, cont.

Inclusive problem solving





Enhance existing tools; use new ones

First Initiatives

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Created KM Web Page

KM Dashboard: Who is doing What?



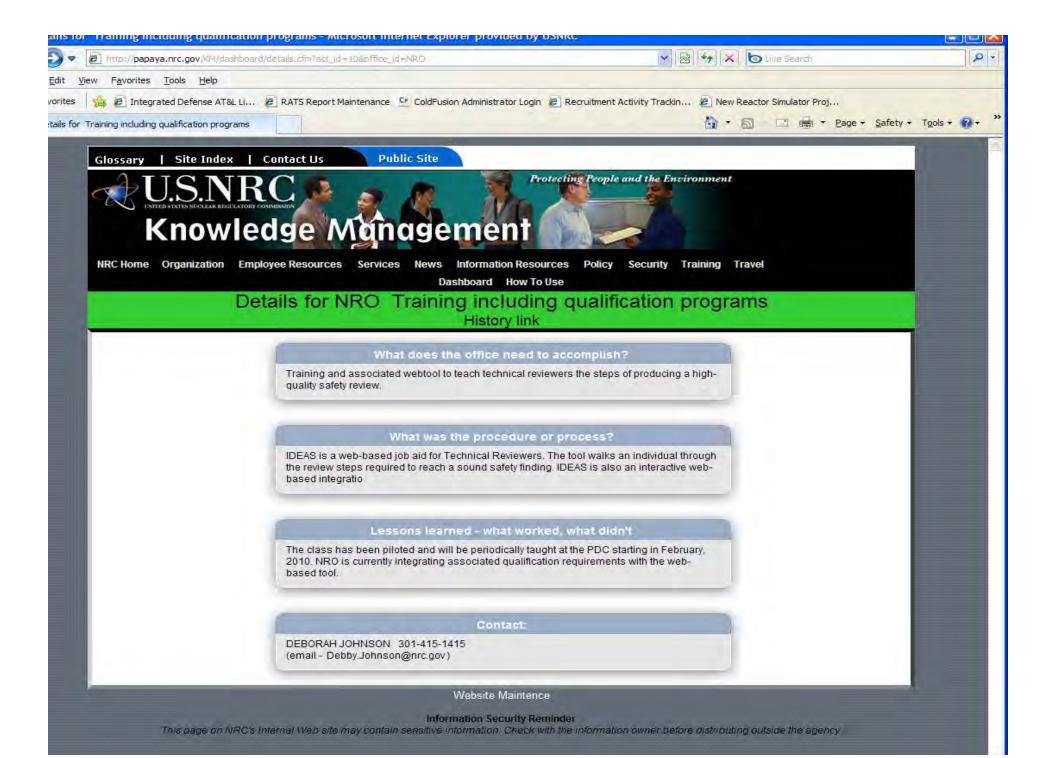


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KM Dashboard

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Initial Results – 2008/9

Reduced Time to Competency by 6 months (\$37 million)





Expert Locator

Then things went south

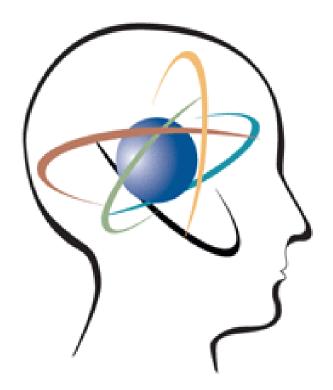
- Executive Champion left 2010
- New Champion: "KM is running itself"
- New Chief Learning Officer: hammer and nail
- Push to cross train managers and staff 3 4 month assignments
- Interest and involvement in KM declined



The KNOWvember Initiative

Management agreed to KNOWvember marketing campaign:

- Exec Director Message
- Mgrs endorsed KM program
- Update SME lists
- Create & display posters
- Discuss KM at staff meetings
- Highlight KM in newsletters
- Update KM materials
- Create and Show KM videos



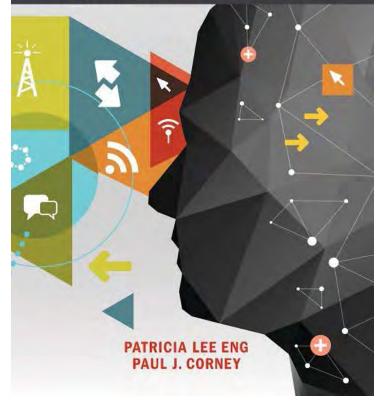
KNOWvember Results

- Renewed interest in KM
- KM to be mentioned at future conferences
- KNOWvember will be annual
- New document series for KM established



NAVIGATING THE MINEFIELD

A Practical KM Companion



Observations from 19 KM Project Managers:

- Common KM program Drivers
- Killing KM
- Making a successful KM program

Interviewee selection criteria

- Built their organization's KM program not a consultant
- Spent 2 years or more on the programme
- Primary person responsible for the KM programme interfaces with executives
- Can point to a clear ROI, e.g., productivity or monetary
- Can speak to the ROI

Interviewee list

Airbus, Antwerp Port Authority, ARUP, BP, Cadbury Schweppes, Defense Acquisition University, Hewlett Packard (HP), the International Center for Tropical Agriculture, (CIAT), Intellectual Property Office Singapore, Lloyds Register Marine, NASA, MPM PETRONAS, Ontario Workplace & Safety Board, U.K. National Health Service Digital, Sellafield, Shell Oil, the U.S. Army and Nuclear Regulatory Commission



Common KM Program Drivers

- 1. Risk, real or anticipated
- 2. Desire to improve operations
- 3. Leader vision and innovation
- 4. Regulations or direction from above

Killing KM: observations

- KM Failure is not uncommon
 - NHS
 - U.S. NRC
- Interviews revealed commonalities
 - BP
 - HP/Digital
 - Large international engineering firm
 - US Army

Killing KM: patterns from Interviews

- NEW CEOs, acquisition or merger.
 - Focus on the bottom line; not what made company successful.
- Little done to identify critical knowledge
- Tacit knowledge not considered
- KM success stories out of date or misaligned
- KM Program Manager blind sighted or ignored

Major Finding from "Navigating"

"KM is all about people and the networks. You always go to your trusted source, you always want to talk to somebody for reassurance"

Rafi Oghoubian

Making a Successful KM Program

1. Identify and understand Stakeholders

- a. Most important
- b. Don't Assume
- c. Listen carefully



"What if, and I know this sounds kooky, we communicated with the employees."

Making a Successful KM Program cont

2. Identify and Prioritize Painpoints

- a. Painpoints vary by level
- b. Pay attention to middle management
- c. Answer WIIFM



Making a Successful KM Program cont

- 3. Define a Baseline and Metrics
 - a. Gather anecdotal data
 - i. How long to do something?
 - ii. Where are the bottlenecks?
 - iii. How many supplies are needed?
 - b. Trend changes, monetize if possible



Remember – It is ALL about the People



