



Knowledge Transfer

For organisational learning



Knowledge transfer

- Foundation for knowledge sharing
- Dissemination
- Capture
- Organizing knowledge
- Innovation
- Organisational Learning
- Important for collaboration
- Often over looked in KM initiatives/strategies

Organisational Learning

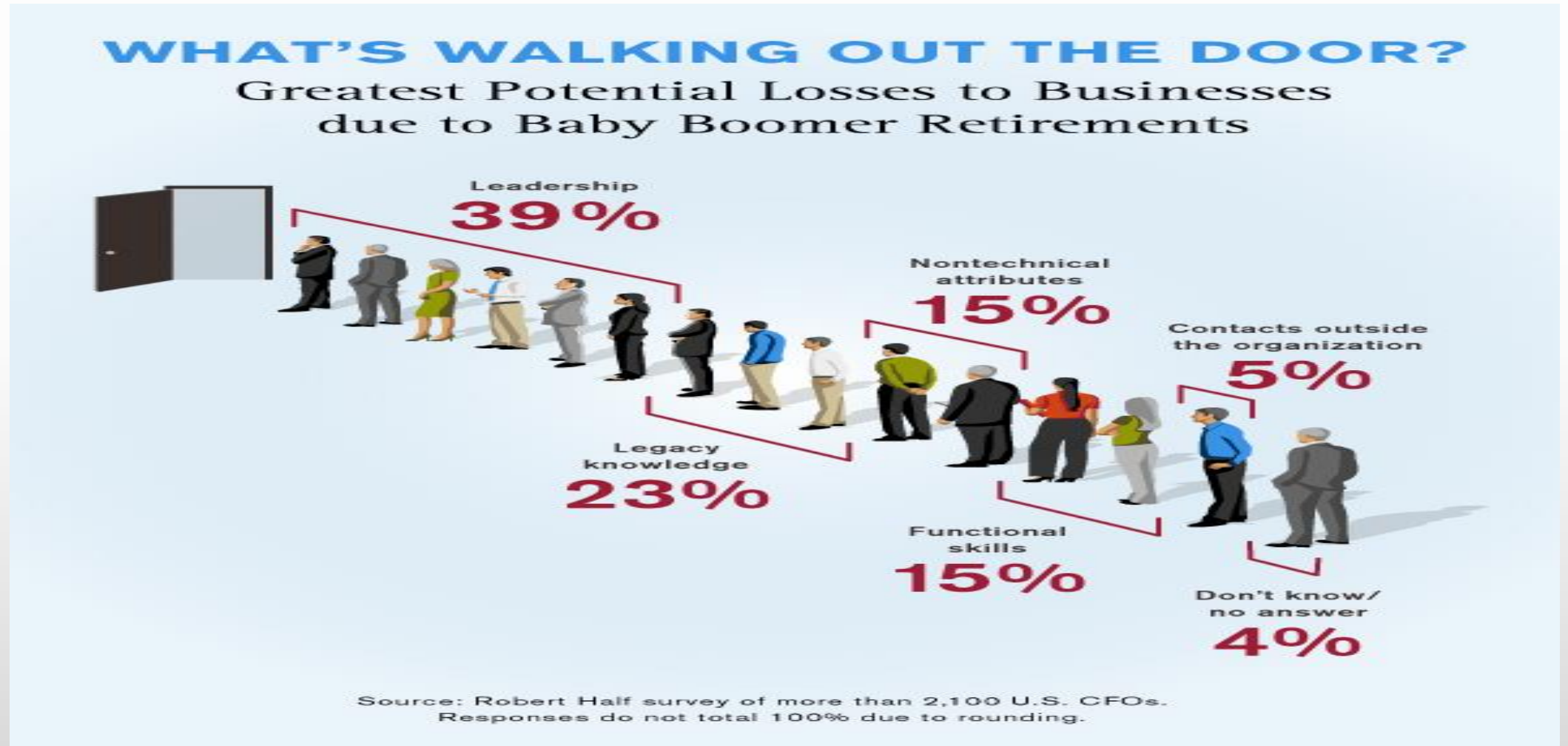
The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.” Alvin Toffler

- Tacit knowledge capture
- Is a process of creating, using, and sharing knowledge within an organisation ... a driving force for continual transformation
- Individuals and groups either learn from their experiences or they learn from the collective
- An ongoing, dynamic process, and should become part of the organization's DNA.
- Supports a community of learners, as a total organization, where everyone teaches, everyone learns, everyone shares knowledge.
- Is usually seen as a function of HR (Human resources) and hardly aligns with knowledge management

Why knowledge transfer

- Research points out great potential losses due to experts leaving or retiring from organisations
- Retention strategies or plans fundamentally rely on knowledge transfer and organisational learning
- Organisations need to implement methods of knowledge transfer in order to retain knowledge loss due to employees and expertise leaving for any reasons.

What is walking out the door



Potential Loss to Business due to retirement/ Attrition

Leadership	39%
Legacy knowledge	23%
Functional skills	15%
Nontechnical attributes (eg soft skills)	15%
Contacts outside the organisation	5%
Don't know/ No answer	3%
Total	100%

Knowledge Transfer

Simple Effective Methods

Job Shadowing

What	<ul style="list-style-type: none">• A junior or less experienced employee is paired up with a veteran/expert to transfer knowledge. Knowledge is transferred through sharing and hands-on practice of the job
Why	<ul style="list-style-type: none">• Provides “real life” exposure• Helpful for succession and workforce planning• Expands individual’s knowledge
When	<ul style="list-style-type: none">• Exposure to the job and coaching from the expert enhances knowledge sharing• Opportunity to learn quickly
How	<ul style="list-style-type: none">• Identify the expert with experience and coaching competencies• Identify the individuals• Determine need, goals and timelines
Do’s and Don’ts	<ul style="list-style-type: none">• Clarify roles and expectations upfront• Hands on experience and knowledge transfer• Not a comprehensive on the job training

Mentoring Programmes

What	<ul style="list-style-type: none">• Mentorship is the process where a more experienced or more knowledgeable person assists mentees in achieving their professional goals and expand organisational knowledge
Why	<ul style="list-style-type: none">• Transfer knowledge, skills and resources for developmental needs• Transfer of culture and norms• Guidance in achieving career goals
When	<ul style="list-style-type: none">• Employee will benefit from a relationship with someone other than their manager – an expert• Create a culture of learning and sharing
How	<ul style="list-style-type: none">• Identify an experienced mentor with coaching and knowledge transfer skills• Determine knowledge and competencies to be developed• Establish a mentoring contract between mentor and mentee
Do's and Don'ts	<ul style="list-style-type: none">• Voluntary participation• Confidentiality• Objectives and developmental needs agreed upfront

Communities of Practice

What	<ul style="list-style-type: none">• COP (Community of Practice) are groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly. Etienne Wenger• Share a practice
Why	<ul style="list-style-type: none">• Continuous learning, collaboration and recognition• Sharing of knowledge and expertise• Networks
When	<ul style="list-style-type: none">• Tacit knowledge sharing and capture• Solutions to problems are required• Sharing of Best practice
How	<ul style="list-style-type: none">• Determine the purpose of the COP• Define roles and responsibilities• Provide support and resources
Do's and Don'ts	<ul style="list-style-type: none">• Not formal – voluntary• Invite experts in the field• Focus on problem solving and gathering information – not decision making

Knowledge Maps

What	<ul style="list-style-type: none">• Discover location, ownership, format, use and value of knowledge, identify knowledge flow barriers
Why	<ul style="list-style-type: none">• Specialist knowledge and expertise• Prevents reinventing the wheel
When	<ul style="list-style-type: none">• The map helps the less experienced to identify and locate expertise
How	<ul style="list-style-type: none">• Determine what knowledge needs to be shared• Interview experts to identify the resources they use and construct the knowledge map
Do's and Don'ts	<ul style="list-style-type: none">• Clarify the type of knowledge transferred at each point in the map• Clearly describe the parameters around the map's use

Best Practice Meetings

What	<ul style="list-style-type: none">• Best practices look for processes or implementations where work was a measurable success and is likely to be transferable• Surveys, lessons learnt and after action reviews
Why	<ul style="list-style-type: none">• Identifies practices that work – internally and externally• Shares current practices and processes and identify efficiencies• Innovation
When	<ul style="list-style-type: none">• Developing new process, task or competency• New process success needs to be marketed• A new process, task or competency needs modification
How	<ul style="list-style-type: none">• Determine the knowledge to be shared• Identify sources of the information• Establish the Best practice study parameter
Do's and Don'ts	<ul style="list-style-type: none">• Clarify the best practice to be evaluated• Define the scope

Lessons learnt

What	<ul style="list-style-type: none">• An organization can capture lessons for knowledge transfer through hindsight reviews of work implemented and experiences of those who were involved
Why	<ul style="list-style-type: none">• Allows for discussions on what worked well and areas for improvement• Explores root causes of problems• Capture and documenting creates a comprehensive set of lessons
When	<ul style="list-style-type: none">• Similar situations are encountered – projects• Documentation of previous solutions and lessons is vital to knowledge transfer
How	<ul style="list-style-type: none">• Determine critical events for lessons capture• Determine who• Identify what went well and not so well• Use the lessons in future projects
Do's and Don'ts	<ul style="list-style-type: none">• Clearly document the lessons• Make document easily accessible

Knowledge Sharing Forums Expert Interviews

What	<ul style="list-style-type: none">• Collaboration workshops or meetings for sharing and transferring knowledge across communities and organisations. Experts transfer knowledge and experience to a diverse audience.
Why	<ul style="list-style-type: none">• It is the best way to transfer tacit knowledge and experience with a wider audience.• Tacit knowledge becomes explicit• Allows audience to connect documented policies and procedures into real life situations
When	<ul style="list-style-type: none">• Regularly• Events of significance• Through out the development cycle
How	<ul style="list-style-type: none">• Identify the experts and the audience• Ensure forums are well coordinated
Do's and Don'ts	<ul style="list-style-type: none">• Clearly define the scope of each meeting• Document sessions and make documents accessible

Barriers to knowledge transfer

- Organisational culture
- Lack of time
- Lack of systems
- Quality of knowledge

In conclusion

- Retirement and attrition is an inevitable occurrence in any organisation
- Keep it simple
- Align organisational learning with knowledge management – specifically knowledge transfer – in order to ensure success.