Knowledge Management

If companies knew what they know
What is Knowledge?

source: North 2002
Where lays Knowledge?

- 10 – 20 % explicit
- 80 – 90 % implicit
- 10 – 20 % company
- 80 – 90 % person
Which knowledge?

**Explicit knowledge**
- Documentation
- Manuals
- Filing systems

**Implicit knowledge in the mind**
- Expert knowledge about machines, systems, customers and suppliers
- Processes and procedures
- Experience
- Linkages
- Actions
- Relationships
Knowledge is fluid
Where knowledge is kept

• (Internal) Wiki
• Intranet
• Databases
• SharePoint
• Manuals

source: North 2002
How knowledge is transferred

- Exchange
- Learning from each other
- From head-to-head

- Audio
- Video
- Personal

Source: North 2002
The Knowledge Management Toolbox

• The podcast/audio recording
• The cell phone movie
• The dubbing of PowerPoint
• The expert directory / yellow pages

• The knowledge map for individuals / for teams
• Lessons Learned
• Discussion rounds on selected topics
Knowledge Management in the employee life cycle

Onboarding
- Acceleration of familiarization
- Create transparency in complex work environments
- Improve project start-up
- Improve quality
- Train key people in context, individually
- Avoid risks and wrong decisions

daily business
- Understand complex, new work environment
- Support change management
- Build real deputies
- Prepare for longer absences
- Improve project handovers
- Accompany potential risk takers
- Transparency in offshoring projects

Offboarding
- Seamless handover to successor
- Minimize loss of knowledge in case of (early) retirement / pension
- Support project phase-out
- Avoid costly reengineering projects
- Defuse risks due to missing key person
Knowledge management in the event of personnel changes

• Who is a knowledge bearer → “Traffic light”!

• Risk?
• Plan retirement
• Accompanied knowledge transfer early!
Planning is half the battle

- **clarify the topics and the framework**
  - Knowledge bearer?
  - Knowledge recipients?
  - Goals?
  - Which topics?
  - Until when?
  - How much time?
  - Support?

- **create an overview**
  - Knowledge Map
  - Mindmap
  - Knowledge Tree

- **plan measures**
  - Set priorities
  - Format
  - Time required
  - Involved people

- **get feedback**
  - Goals achieved
  - Work products
  - Time spent
  - Process experience

- **implement measures**
  - Process action plan
Clarify Framework and Topics

<table>
<thead>
<tr>
<th>Categories</th>
<th>Topics</th>
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<tbody>
<tr>
<td>Projects</td>
<td>successful projects, actual projects, learnings</td>
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<tr>
<td>Company Culture</td>
<td>values, rules, behavior, standards</td>
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<tr>
<td>Network</td>
<td>customers, suppliers, partners, colleagues</td>
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<tr>
<td>Leadership</td>
<td>people, tools, methods, figures, facts, data</td>
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<tr>
<td>Expertise</td>
<td>products, procedures, techniques</td>
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<tr>
<td>Organization of work</td>
<td>Processes, systems, tools, cooperations, communication</td>
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</table>
The Knowledge Map

Structured visualization with
• Work environment
• Processes and activities
• Personal network
• Applications, systems
• Business cases
• Priorities
• Challenges / Problems
• Heatmap
The Knowledge Map

Structured visualization with
- Work environment
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The Action Plan / Measures to take

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<th>Datum</th>
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Questions, Suggestions, Notes...
Offboarding is the new Onboarding
Secure your valuable corporate knowledge!

Contact

Wissen im Wandel | Wissenstransfer bei Personalwechsel

+49 176 4569 03 09

mail@silviaschorta.com
www.wissenimwandel.com