Protect the Mission, Promote Growth, and Preserve Legacy

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Challenge

What did the Knowledge Continuity* project seek to do?

FIND EFFECTIVE KNOWLEDGE TRANFER

- *"The problems with transferring deep smarts are many. ..you often don't know what you know or bring it into conscious consideration until you are forced to explain or demonstrate it in response to some specific situation."*
  - *Source: ASK Magazine volume 22, Dorothy Leonard*

- *"In the KM world, a Holy Grail is effective capture, enhancement, persistence, and transfer of knowledge."*
  - *Source: http://myst-technology.com/public/item/53612*

* Patent Pending

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Approach

Get "academically smart" on Knowledge Transfer – some examples:

    Deep Smarts: Dorothy Leonard

    Lost Knowledge: David DeLong

    ASK Magazine: NASA

Mine best practices across the corporation

    Identify unique approaches in Knowledge Sharing

    Drill it down into a process

Collaboratively develop a new Knowledge Transfer approach

Pilot, and study results

Expand the practice

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Timeline

2003-2005

Organic Development

1Q-2Q2008

Consolidation of Programs

1Q-2Q2009

Refinement

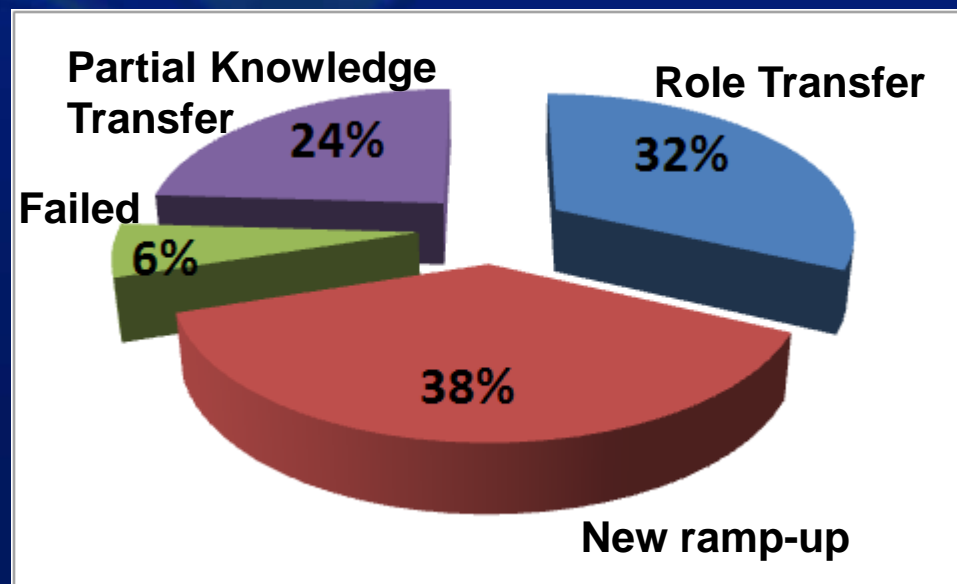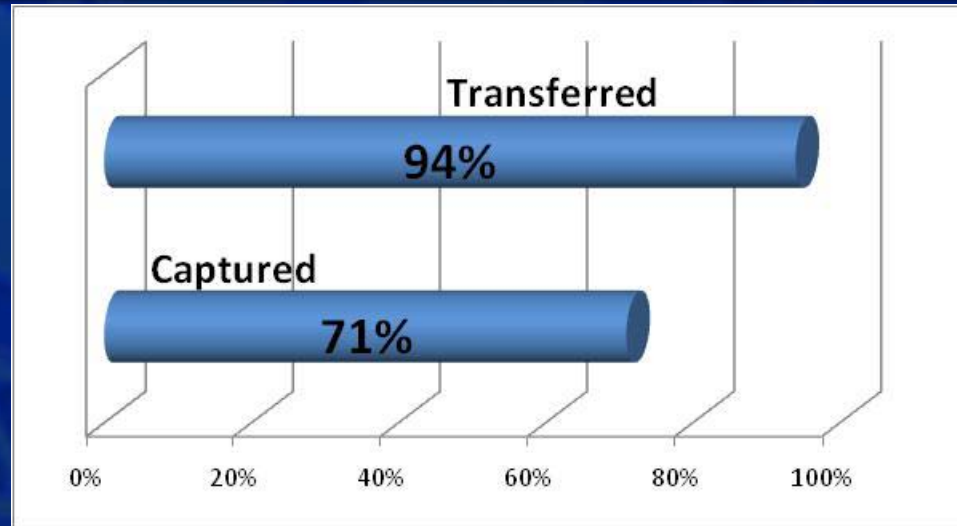**Socialization**

2005-2007

Pilot

3Q2008-2Q2009

Surge

2009

Results of the
Knowledge Continuity Pilot

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Aggregate of Pilot Team data

Successful Pilot Teams
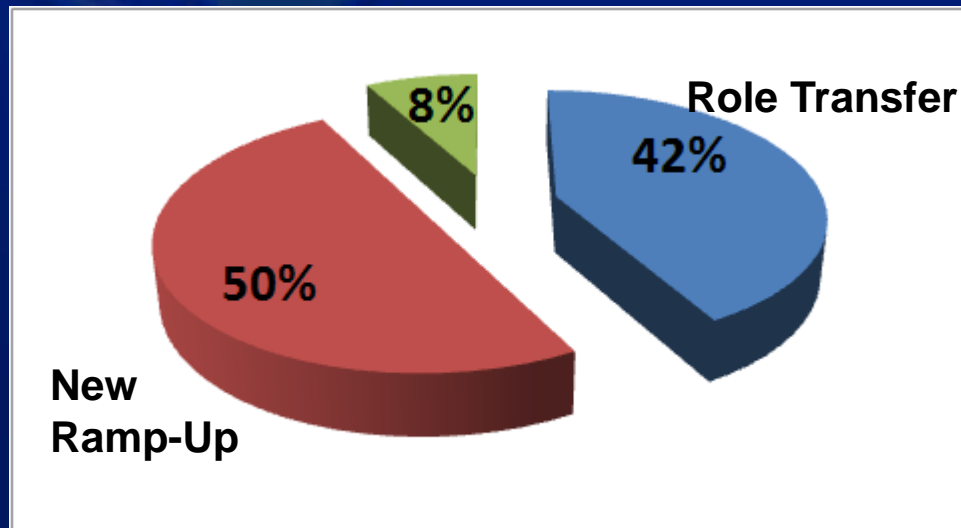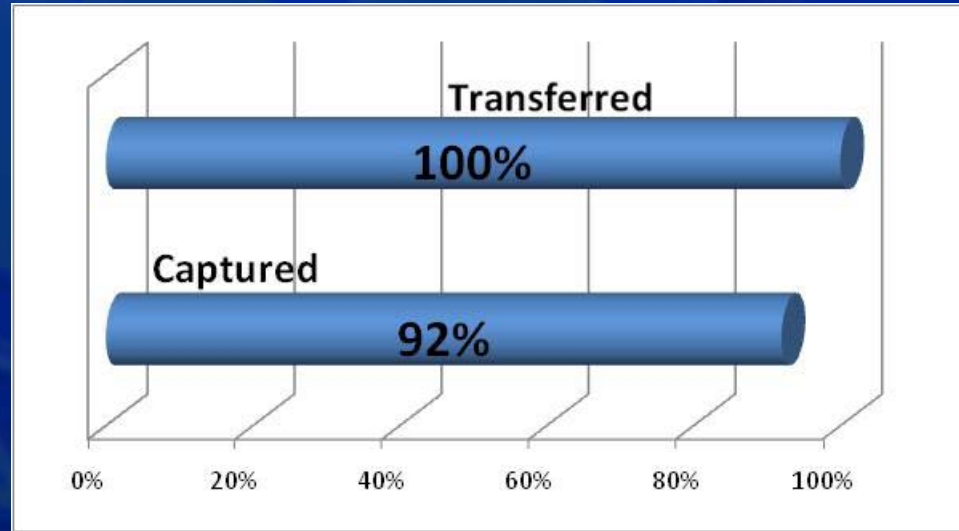
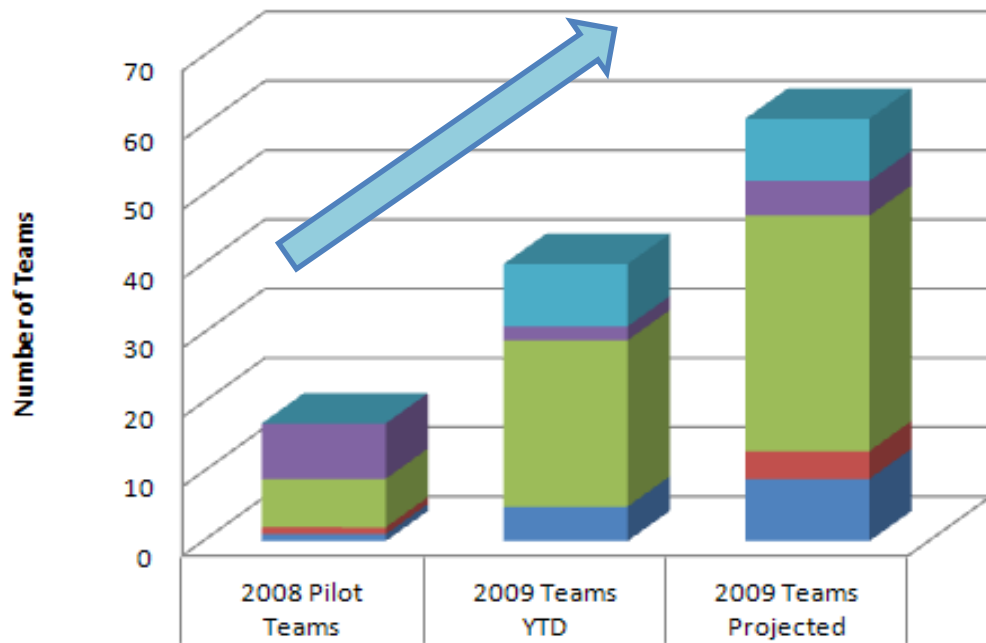# *Pilot Teams that Struggled …didn't follow processes*

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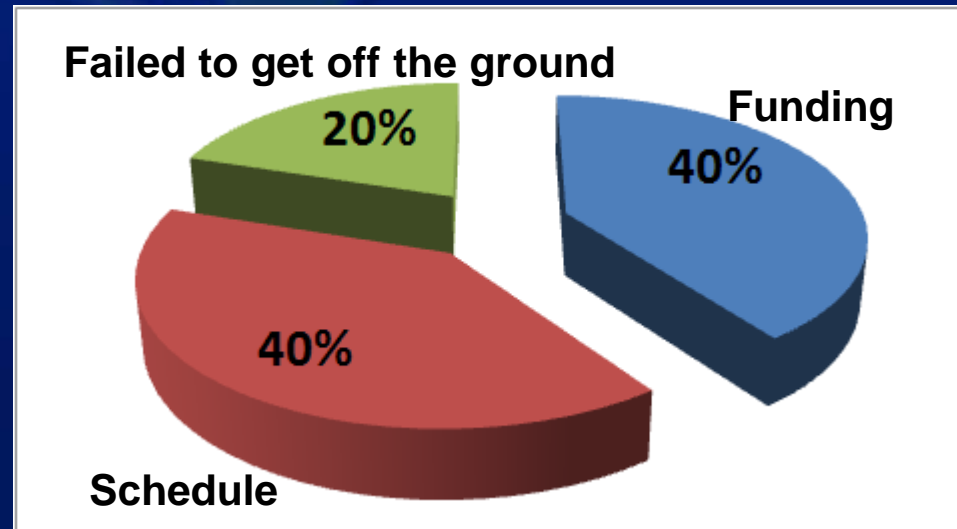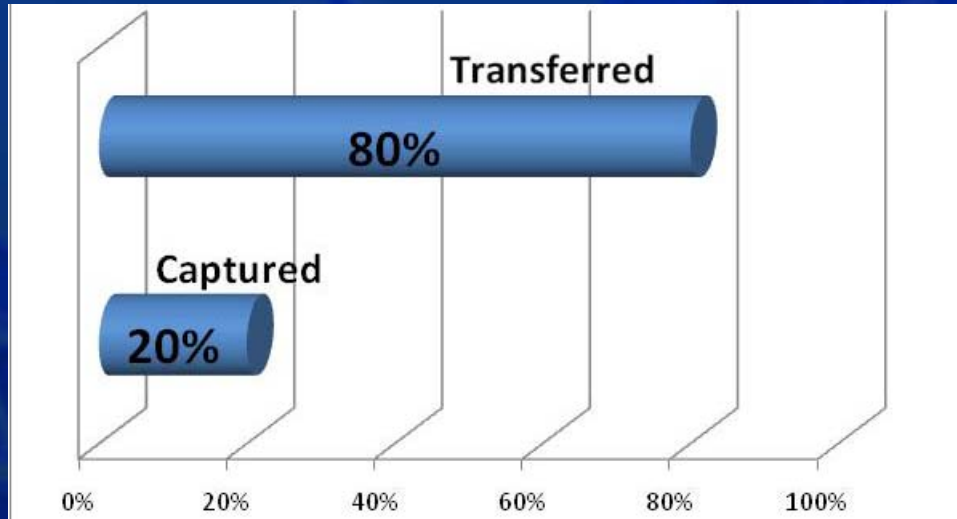
KC Surge (post-Pilot) since 1/1/09

- Across every Business Area in LMC!!

- Growth has mostly been organic

Growth: Knowledge Continuity

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KC Surge (post-Pilot) since 1/1/09

- **KC exists in every Business Area across LMC**

    - ~400 individuals, 29 facilitators trained in LMC KC process to-date

    - 56 teams since 2008 have employed KC to capture at-risk knowledge critical to business/programs

    - 135% higher KC participation since 2008 Pilot, will be much larger if expectations are realized

    - KC used on key defense programs to protect critical defense knowledge & LMC Program Performance Management / Earned Value

    - Forbidden

Retirement

- Knowledge of mission s/w
- Individual needing the knowledge had 15 yrs experience in flight s/w

KC Process

- 100% of Expert's role was transferred
- Individual needing the knowledge feels "up-to-speed," "more engaged," "gaining expertise"

This SSI KC Pilot team:

- Captured artifacts on classified network
- Knowledge used! Monte Carlo analysis
- Found leadership extremely supportive
- Expended only 60 hours & now has a new Expert up-to-speed

When everyone on a KC Team is Engaged, the KC Process can Plug the Brain Drain, Grow Expertise, & Improve Productivity!

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Deployable, Exponential Growth

- Expert close to retirement (32 yrs)

- 3 individuals rec'd expertise

- BA needed skills growth

KC Process

- Two individuals assigned to another BA site

- Remaining individual stayed on program

This SSI KC Pilot team:
- Tailored KC process
- Captured all topics identified on SharePoint folder & Unity
- Expended only 72 hours

At all levels of the KC Team the KC Process can help Exponentially Grow Deployable Knowledge!

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Unity Artifacts…Useful Application

- Expert was more junior but had unique expertise

- Others ranged from highly experienced to inexperienced

KC Process

- Developed a template for Unity space for future KC teams

- Newer employees feel "up-to-speed," "more engaged"

This SSI KC Pilot team:

- Tailored the KC process/artifacts on Unity!
- During KC, worked on collaboration projects
- Saved $ using knowledge transferred to develop Ambassador's Guide

The KC Process is Non-Generational: assisting employees during Ramp-Up & Transition!

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Conclusions

- Successful Knowledge Transfer so that knowledge is pervasive is possible

    – Ease retirements and reduce single points of failure

    – Exponentially grow experts; assure performance

    – Speed ramp up

- Critical to success is piloting processes and techniques to find what works

    – Multi-talented, multi-disciplinary, multi-business team was key

    – Leadership support most critical

    – Recognize expertise as non-generational

    – Less spoon feeding, more empowering and enabling.

    – Make "bubble up" of KC projects as easy and possible as "top down" encouragement

    – Don't just ask an expert to "share their knowledge" (e.g., ad-hoc mentoring model)

        – Provide techniques and processes to assure success

        – Show them the What's in it For Me (WIIFM)

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