



Debunking the Myths of Knowledge Transfer

Presented by:

Dina Lacovara and Patricia Scaramuzzo

Written by:

Dina Lacovara, Jamie Loveland, and Patricia Scaramuzzo



- What did the Knowledge Continuity project seek to do?
 - Find effective knowledge transfer approach
 - Respond to the questions:
 - » How do we keep the knowledge once people leave?
 - » Once captured, how can knowledge become pervasive?

Along the way, we discovered some beliefs that turned out to be myths



Myth #1:

To assure knowledge is pervasive and persistent;
the key is to capture the knowledge for reuse



- Knowledge does not achieve persistence by merely being captured





Myth #2:

It is easier to transfer knowledge from one person to another than to transfer knowledge to a group.



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Myth #3:

It is counter-productive to include people with no expertise in the process. They will slow the team down.



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Myth #4:

Experts are the best people to identify critical knowledge



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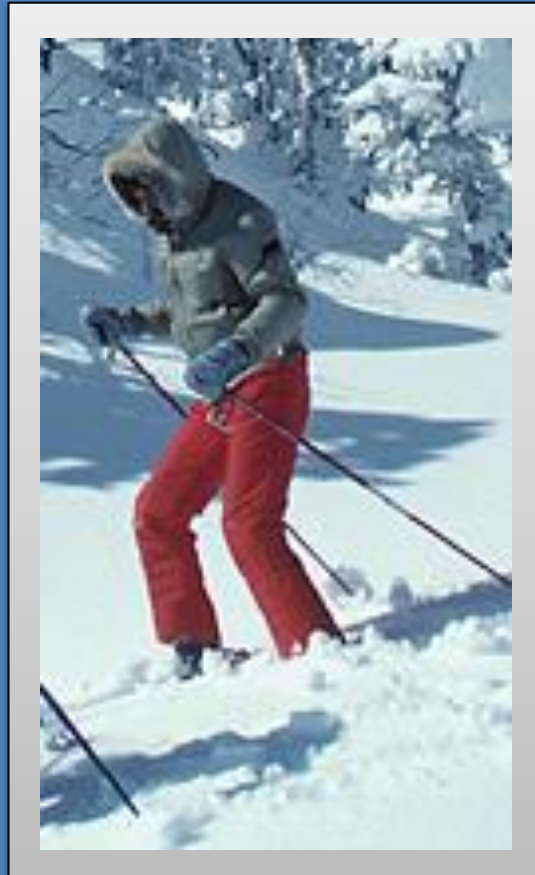


So, what was our result???

Team Structure



Expert



Nex'pert



Practitioner



Process



***ID Critical
Knowledge***



***Expert
Team Members***

***Transfer
Knowledge***



Team

***Capture
Knowledge***



***Expert
Nex'pert
Practitioner***

***Apply
Knowledge***

***Nex'pert
Practitioner***





- 300+ teams since 2008
- 1000+ people using the process
- GWU Study in 2010-2011
 - Unique team structure and robust process add great value to knowledge transfer program at LMC
 - Artifacts created during the KC process rated valuable to highly valuable
 - “The KC program has the potential for making a significant positive impact on business results enterprise-wide.”