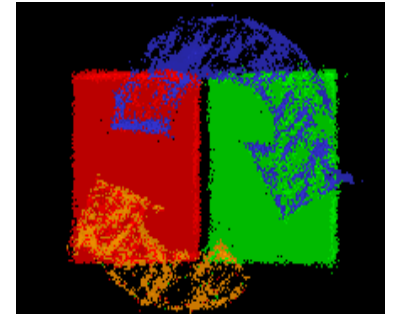


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Harvesting eProcess Know-how

Larry Wilson

Dan Frederickson

11:15am, 9 May 2000

e-process track

May 7-10, 2000



Contents

- Knowledge Management
- Knowledge Harvesting
- Knowledge Assets
- Georgia-Pacific Corporation
 - Project 1
 - Project 2
 - eBusiness Initiative

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What is happening in knowledge management?

- Industry
 - 1994, from Academia to Business Strategy
 - Compound Annual Growth Rate of 60 %
 - 1999 = \$582 million (software technologies only)
 - First Generation – Information Technology
 - Explicit Knowledge ... Tacit Knowledge
 - Implicit Knowledge

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How is Knowledge Harvesting related to knowledge management?



- Knowledge Harvesting = Knowledge Transfer

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The goal is to increase the inventory of knowledge assets.

- “
- More restructuring, how much brain drain can we stand?
 - Here we go again... reinventing the wheel.
 - Our suppliers know more about this than we do.
 - If we don't figure out how to share what we know with our customers, then they're gone.
- ”

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What are knowledge assets?

- **Knowledge Asset** = guidance and support information; "owned" by the organization; enhance stakeholders' ability to accomplish important work; via the processes of Knowledge Harvesting.

(Support Information + Guidance) * Interpretation = Knowledge
why what who when how

Information technology
is the medium
for these messages.

Individual's
thinking occurs.
Meaning is achieved.

Capability
for action
is enhanced.

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What are the characteristics of knowledge assets?

- Codified human expertise
 - Business Process
 - Manufacturing Process
 - Strategy
 - Equipment Use
- Owned by the company
- Exist independently of human memory
- Usually deployed via intranets



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What do knowledge assets do?

- Promote understanding.
- Provide guidance for action.
- Record facts about how important work was accomplished.
- Create metaknowledge about how work changes.



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What are related concepts?

Actions are processes of varying complexity that exist to create results. Actions may be performed individually or collaboratively. Accurate knowledge (“knowing how”) is the basis for action.

Results are produced, delivered, or provided by work; they may be tangible or intangible. Results contribute to the organization’s reason for existence.



Learning is required when actions do not produce desired results.

Knowledge assets support learning at the speed of change.

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How are knowledge assets created?

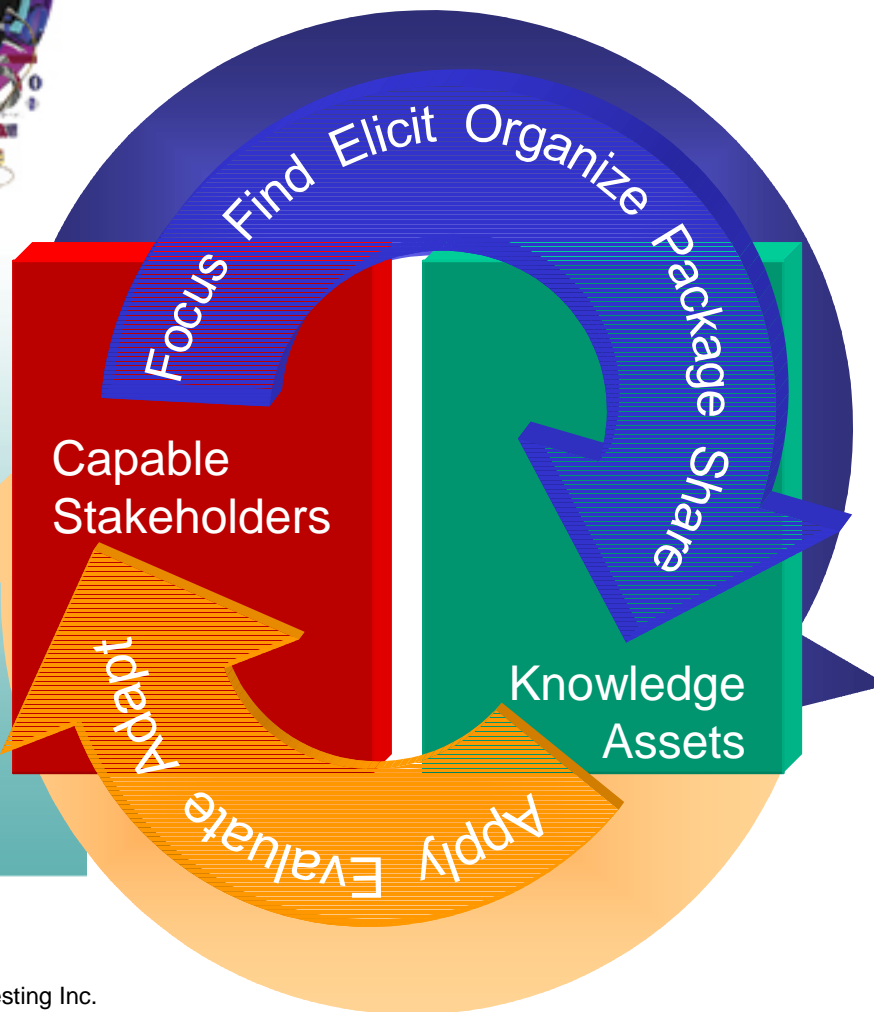
1. Knowledge Harvesting Framework & Methods
2. Contributors
3. Setting & Tools
4. Knowledge Harvesters



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Institutionalize a framework.



Focus
Find
Elicit
Organize
Package
Share
Apply
Evaluate
Adapt

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Find contributors/experts.

Customers
Employees
Experts
Advisors
Vendors
Academia
Regulators

Knowledge
Assets

- Who's an expert?
- How will contributors be rewarded?

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Find support information.

- Information Retrieval

- Look for:

- Definitions
 - Examples
 - Descriptions
 - Measures
 - Explanations of "Feelings"

Gather methods, processes, procedures, SOPs, process maps, policies, and workflow descriptions.

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Elicit guidance.

- Setting
 - Tools
 - Dialogue
 - Structured
 - Unstructured
 - Organize
 - 3:1
- One knowledge asset = one process or strategy.
 - Each asset has four levels of guidance:
 - Project
 - Activity
 - Step
 - Thought

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Employ skilled Harvesters.

- Characteristics

- Is an experienced interviewer;
6 years of process consulting
- Has a genuine interest in
people; establishes rapport
quickly.

- Actions

- Conduct focused interviews.
- Organize harvested
information.

- Instructional
Design (PSS)
- Knowledge
Engineering
- Counseling
- Library Science
- Recruiting

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Georgia-Pacific
Corporation

Corporate Systems
Services

Knowledge
Management
Leadership



Why do Knowledge Harvesting now?

- What a company knows has more value than its physical assets.
 - Shares Drop On CFO's Resignation, Earnings Jitters

What is the most important work that we do?

Where is the organization most vulnerable?

Where does "lost expertise" occur?

Where is the cash flow of the organization generated?

What are the barriers and obstacles in the organization?

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How do we accomplish our objectives?

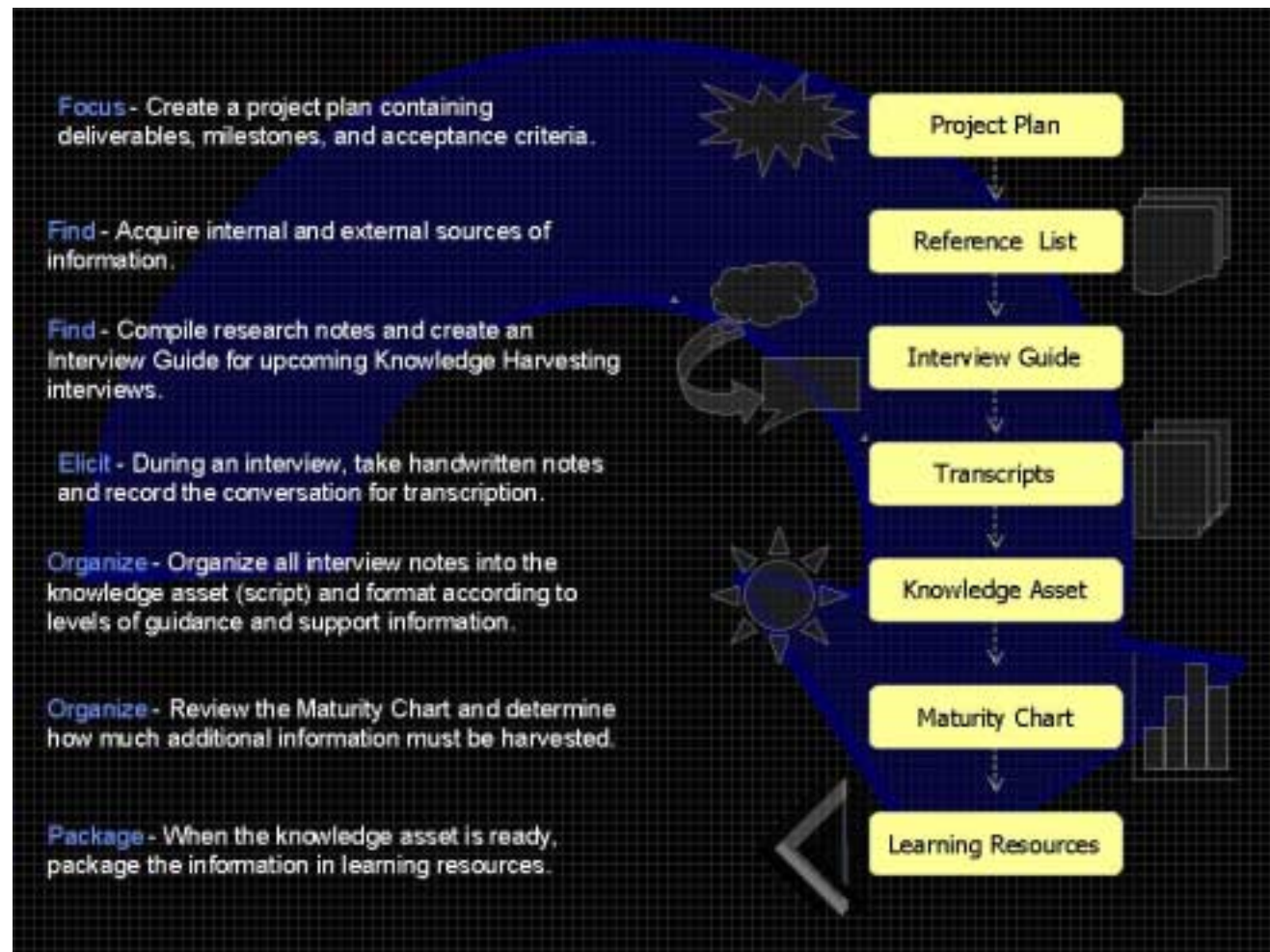
- Knowledge Harvesting is a mature set of methods for eliciting and organizing unwritten, "hidden" knowledge.
- The purpose of Knowledge Harvesting is to make tacit knowledge explicit.
- Identify GP's top performers, harvest their know-how, create and deploy knowledge assets.



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Standardize the Harvesting Project Plan.



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Use tools which ensure effective sharing.




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Create a common language.

Community Kit



What's an effective way for community members to get acquainted? Create individual work profiles.

create


Building Individual Work Profiles

Results & Actions

Actions are thoughts, feelings and movements of varying complexity that need to create results. Actions may be performed individually or collaboratively.

Results are produced, delivered, or provided by work. They may be tangible (like documents) or intangible (like decisions). Results contribute to the organization's reason for existence.

A work profile consists of information related to two main concepts: results of your work and the actions necessary to produce those results.



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Learn how to speak and listen.

Community Kit



The purpose of the Guide is to provide community members with a description of the basics of effective elicitation.


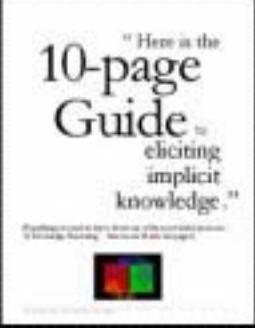
Prepare to harvest.

- Identify the most-valuable knowledge.
- Identify experts who will contribute.
- Choose elicitors.
- Understand the target learners' needs.
- Prepare the setting.
- Prepare yourself.

Elicit!

- Build rapport.
 - Values & Mental Models
- Conduct the harvesting session.
- Guide and encourage.
- Capture this information!
- Exercise good etiquette.
 - Examples of Interview Questions
- Deal with busy or uncooperative people.

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Collaborate in scheduled
group sessions.

Community Kit



The Meeting Planner is a simple checklist to prepare the essential information for each community gathering.



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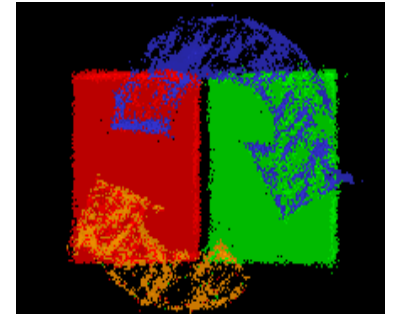
Accurately document what
is spoken.

Community Kit

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Project 1



- Focus – Brain Drain
- Find – Capture the know-how and thinking processes of the Collections Manager.
- Elicit – 20 hours of 1:1 elicitation
- Package – HTML-help application for Intranet
 - 2-d knowledge asset
- Share – Credit Managers
- Evaluate – Harvested knowledge was actionable to those assuming the collections responsibilities.

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Virtual Collection Recovery Manager



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Microsoft HTML Help sample pages - Microsoft Internet Explorer


File Edit View Favorites Tools Help

Back Forward Stop Refresh Home Search Favorites History Mail Print Edit Discuss

[Contents](#) [Index](#)

GP Collections - Version 1.1

- Collection Recovery Processes
 - Pre Referral
 - Referral & Placement
 - Forwarding
 - Adjustment
 - Closing
 - Managing a Debtor's Bankruptcy
 - CMS Reports

Georgia-Pacific 

Collection Recovery Processes

Guidance for Credit Managers

Sources of Expertise

Robert E. Hollis: rehollis@gapac.com, rehjj@aol.com

Dale Baird

Chris Gilmartin

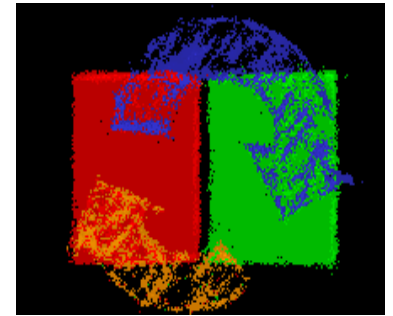
Diana Stoffel

Larry Feind

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Project 2



- Focus – Best Practice
- Find – Capture the thinking processes of two senior systems programmers/managers
- Elicit – 30 hours of 1:1 elicitation
- Package – DHTML/Java application for Intranet
 - 3-d knowledge asset
- Share – Systems Analysts and Programmers

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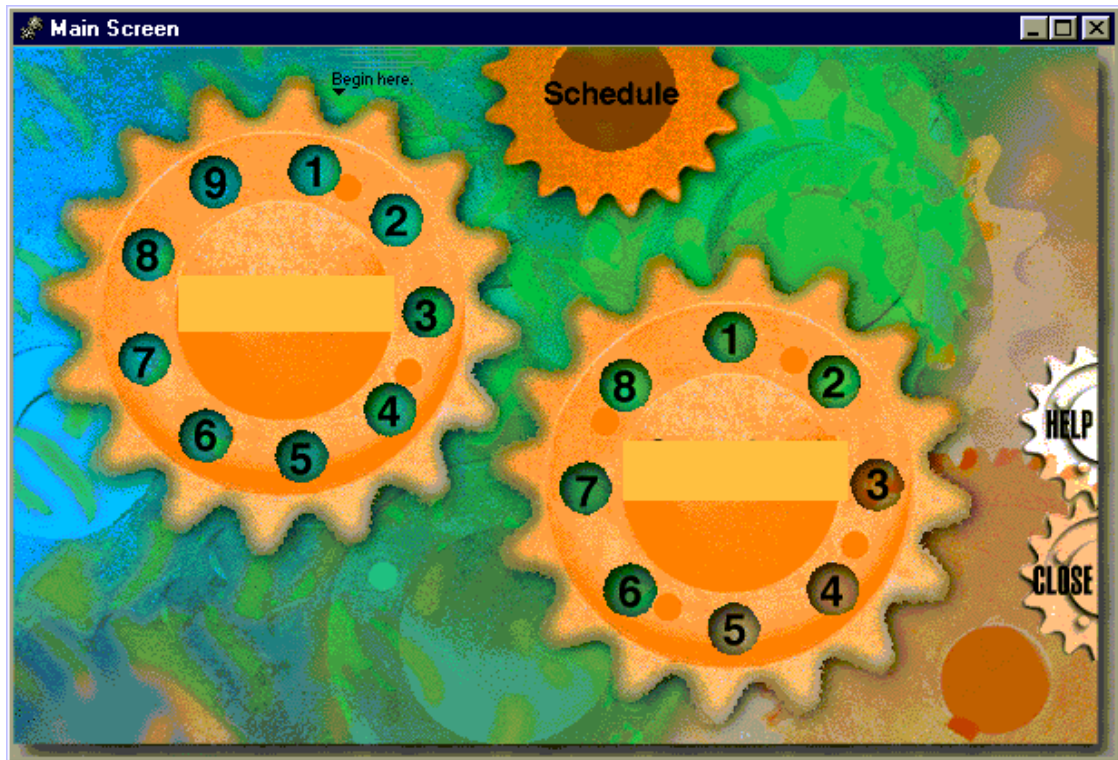
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Virtual Coach



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Determine where Knowledge Harvesting adds value to B2B initiatives.

1. Extend principles and practice of customer relationship management; enhance customers' product selection and use.
2. Focus on the "demand-side" of the transaction. How does the customer think when evaluating and selecting your product?



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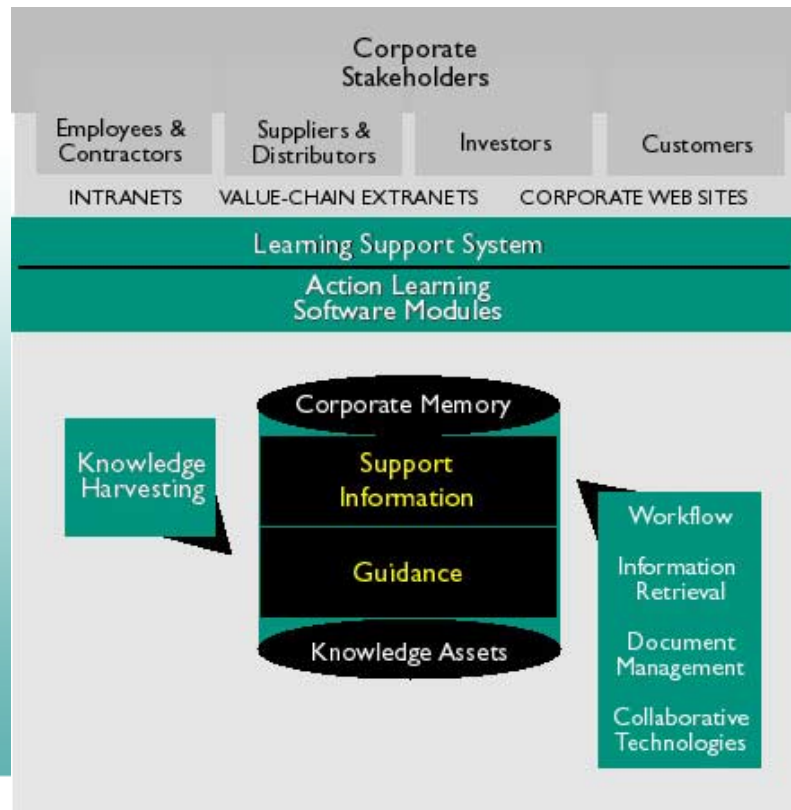
Most of the focus is here (supply side).

The real opportunity is here (demand side)!

Knowledge Management	B2B
Explicit KM	Transactions
Implicit KM	Product Optimization



Create a high-level architecture and taxonomy .



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Harvest, Sow, Grow



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