Harvesting eProcess
Know-how

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11:15am, 9 May 2000
e-process track
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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
How is Knowledge Harvesting related to knowledge management?

- Knowledge Harvesting = Knowledge Transfer
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.
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.
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**
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.
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.
How are knowledge assets created?

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

- Focus
- Find
- Elicit
- Organize
- Package
- Share
- Apply
- Evaluate
- Adapt

Capable Stakeholders

Knowledge Assets

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Find contributors/experts.

- Who’s an expert?
- How will contributors be rewarded?
Find support information.

• Information Retrieval
  - Look for:
    • Definitions
    • Examples
    • Descriptions
    • Measures
    • Explanations of “Feelings”
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
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
How We Grow

Georgia-Pacific Corporation
Corporate Systems Services
Knowledge Management Leadership

May 7-10, 2000

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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?
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.
Standardize the Harvesting Project Plan.

Focus - Create a project plan containing deliverables, milestones, and acceptance criteria.

Find - Acquire internal and external sources of information.

Find - Compile research notes and create an Interview Guide for upcoming Knowledge Harvesting interviews.

Elicit - During an interview, take handwritten notes and record the conversation for transcription.

Organize - Organize all interview notes into the knowledge asset (script) and format according to levels of guidance and support information.

Organize - Review the Maturity Chart and determine how much additional information must be harvested.

Package - When the knowledge asset is ready, package the information in learning resources.
Use tools which ensure effective sharing.
Create a common language.
Collaborate in scheduled group sessions.
Accurately document what is spoken.
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.
Virtual Collection Recovery Manager

Collection Recovery Processes
Guidance for Credit Managers

Sources of Expertise
Robert E. Hollis: rehollis@gapac.com, rehollis@aol.com
Dale Baird
Chris Gilmartin
Diana Stoffel
Larry Feind
Project 2

- **Focus** – Best Practice
- **Find** – Capture the thinking processes of two senior systems programmers/managers
- **Elicit** – 30 hours of 1:1 elicitation
- **Package** – HTML/Java application for Intranet
  - 3-d knowledge asset
- **Share** – Systems Analysts and Programmers
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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<th>B2B</th>
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<td>Transactions</td>
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<td>Implicit KM</td>
<td>Product Optimization</td>
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Most of the focus is here (supply side).

The real opportunity is here (demand side)!
Create a high-level architecture and taxonomy.
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