

Knowledge Harvesting^(R)

*How to Capture, Package & Deploy
Tacit Knowledge in Your Organization*

Pamela Holloway

The \$64,000 question.....

What is the most important
knowledge in your organization?

Identifying Key Knowledge

- What are your organization's unique capabilities and core competencies?
- What must you do as well or better than the competition to remain profitable?
- What are the strategic objectives of your business in terms of products, customers and financial outcomes? What knowledge or abilities do you need to achieve these objectives?

Identifying Risk & Opportunity

- In what areas are you most vulnerable, most at risk for losing critical knowledge?
- Which areas offer the biggest return for capturing and transferring know-how?

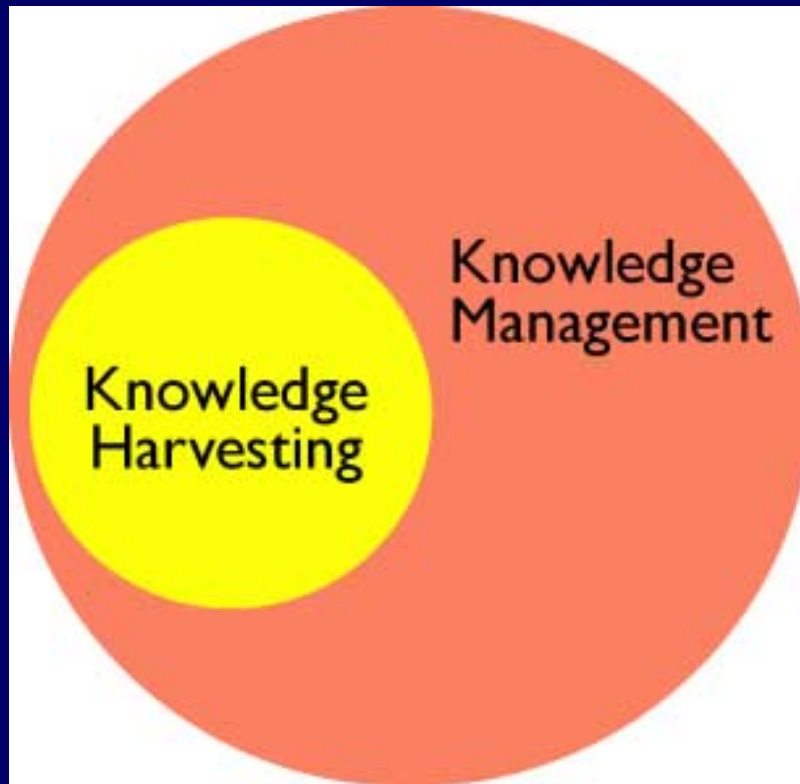
What percentage of your organization's
most critical know-how
is documented or accessible?

“Our research shows that 80% of the knowledge that needs to be transferred is in the non-codifiable area.

It may be that somebody held their tongue just right as they pulled the wafers out of the oven, and that’s what made it work.”

-Jerry Baker, National Semiconductor

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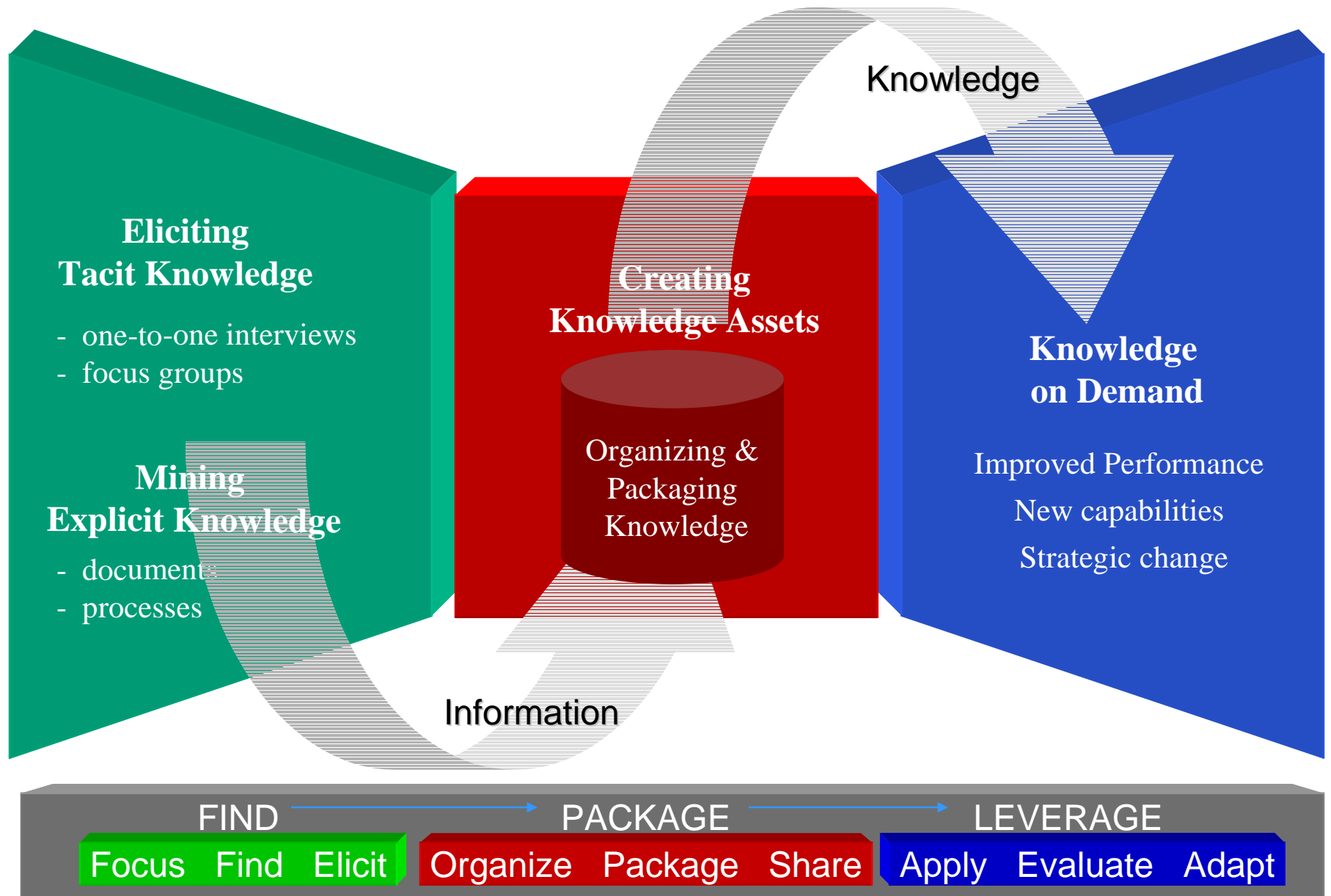


“Knowledge Harvesting”

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*The Capture,
Packaging &
Deployment of
Tacit Knowledge*

Knowledge Harvesting



Harvesting Results: Knowledge Assets

- Codified human expertise crafted into a learning module available on demand
- has value not only internally, but also in external marketplace
- can be copyrighted, (soon may be patentable)
- Company ownership



Eliciting Guidance.

- One-to-one interviews
- observation
- focus groups
- tools

Guidance is the know-how or how-to (as opposed to the why, what who when).

Guidance promotes action. It's the stuff you look for when you want to know how to do something.

(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.

Collecting explicit artifacts.

- Definitions
- Descriptions
- Measures
- Explanations of Feelings
- *Process Maps*
- *Procedure or Operations Manuals*
- *Work summaries*
- *White papers*
- *Charts & Models*

Organizing.

making sense of the information collected

- Transcribe interview notes
- Fit into framework
- Collect related support information or links
- *Organizing is taking information collected during interviews and combining it with related explicit artifacts. It's the first step in creating the knowledge asset.*

Packaging.

Creating the knowledge asset

- Understand Target Learner
- Determine requirements
- Select Media

The Packaging process takes knowledge and turns it into a tangible product.

It has value as knowledge and as a learning tool that when used, increases the user's knowledge and capacity.

Why Harvest?

- Creates valuable knowledge assets
- Makes know-how previously locked inside an individual's head available to those who need it
- Preserves knowledge
- Protects the organization from knowledge walking out the door (i.e. brain drain)

Guess what George is taking with him?



What's it Worth?

What's in the box

Office supplies - \$75

Laptop - \$800

What's in his head - \$\$\$\$\$\$

They Value of Leo's Relationships

From Fortune Nov-Dec Issue

The cable industry is populated with pioneers who've succeeded by cooperating with one another. The cable Mafia has always been considered a closed club. Leo Hindery was a member of that club.

So, when he told his boss to take his job and shove it on October 6, AT&T was about to discover what letting knowledge assets walk out the door was all about. As AT&T's main man in cable, he was the guy who had been most likely to persuade other cable companies to sell AT&T phone service over their lines. Those deals are crucial to CEO Michael Armstrong's vision of transforming AT&T into the Ma Bell of Cyberspace. It's also the key to protecting AT&T's long distance business which has been losing market share fast.