

Knowledge Sharing Workshop Universität Lausanne

April 2005

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Our Team

Pure Hard-Facts-Consultants

Pure Soft-Facts-Consultants



Hard and Soft Facts Competences bundled together in every person

Strategy

Processes

Structures

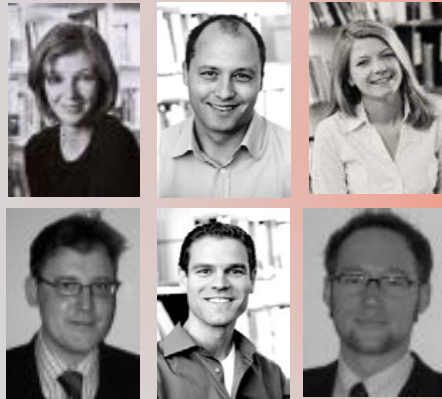
Controlling Instruments

Cultural Identity

Values

Abilities

Behaviour



As our customer you profit from a balance of hard and soft fact knowledge



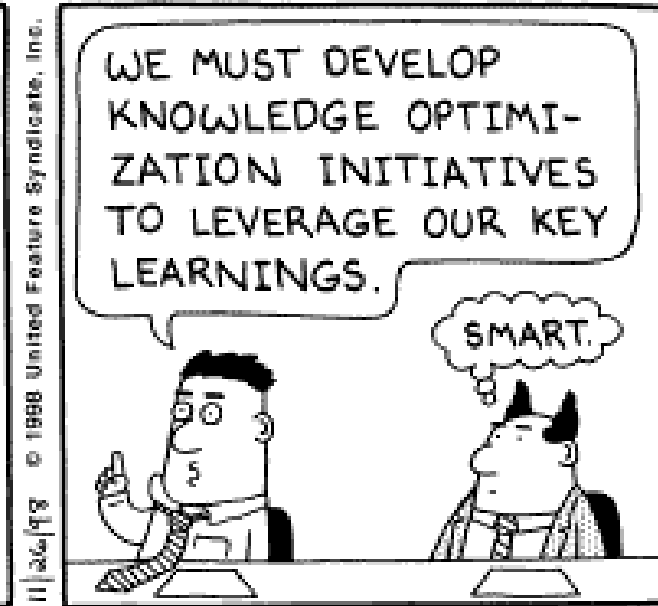
Often, these areas are dealt with separately. A simultaneous connection of them, however, leads to an improved implementation benefit. Only with a good balance of hard and soft facts the desired change success can be ensured.

Why knowledge sharing?

The story of the titmice & red robins ...



KM often has a bad reputation . . .



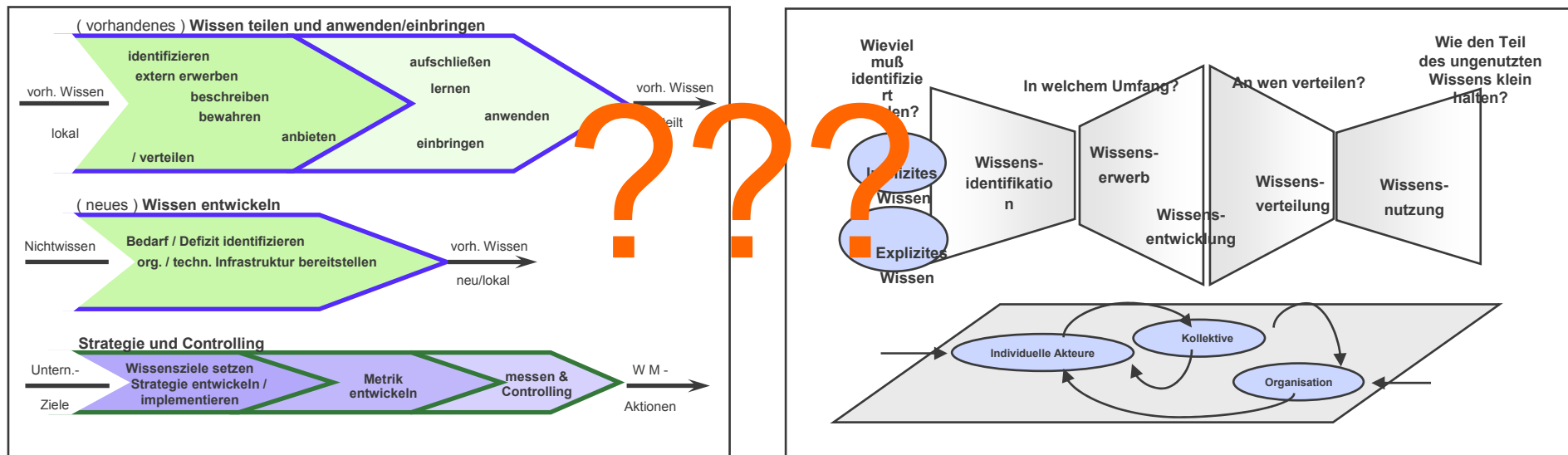
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... because it tends to make things complicated ;-)

Knowledge Management caters to the critical issues of organizational adaptation, survival and competence in face of increasingly discontinuous change.

Essentially, it embodies organizational processes that seek synergistic combination of data and information processing capacity of information technologies, and the creative and innovative capacity of human beings.

www.brint.com



Our understanding of Knowledge Management



Larry Prusak, IBM

“I call my field knowledge management but you cannot *manage* knowledge, nobody can. What you do, what a company does, is manage the environment that *optimizes* knowledge.”

KM is an „art“ and a „science“ at the same time

- **Bringing knowledge sharing alive in an organization is not a simple task.**
- **There is no „quick-fix“ solutions**
- **Every organization is different: Individual challenges need individual sets of solutions**
- **The business world is different from the non-profit sector, but one can learn from the other, because in the end it's all about people**



The knowledge „iceberg“



graphic: www.successories.com

Explicit knowledge:

- manuals
- documents
- product brochures
- technical specifications
- plans, statistics etc.

Often in existing
databases

Tacit knowledge:

In Sales:

- How to convince customers
- How to create a winning proposal

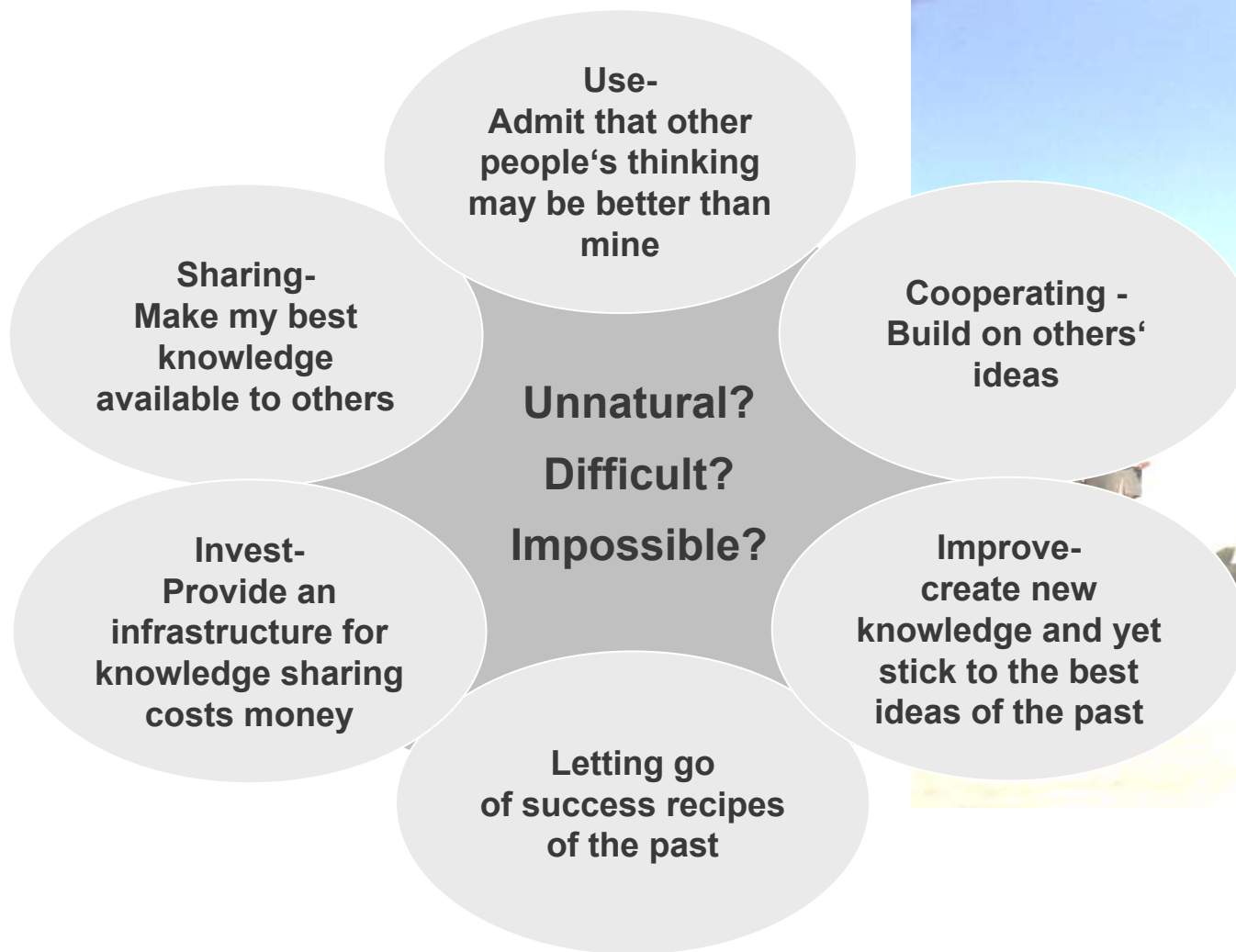
At SOS:

- Fund raising best practices?
- Cooperating with local governments?

Experience!
Hard to get
Global leverag

Successful knowledge management has to cover both types

Knowledge sharing requires „unnatural“ behavior . . .

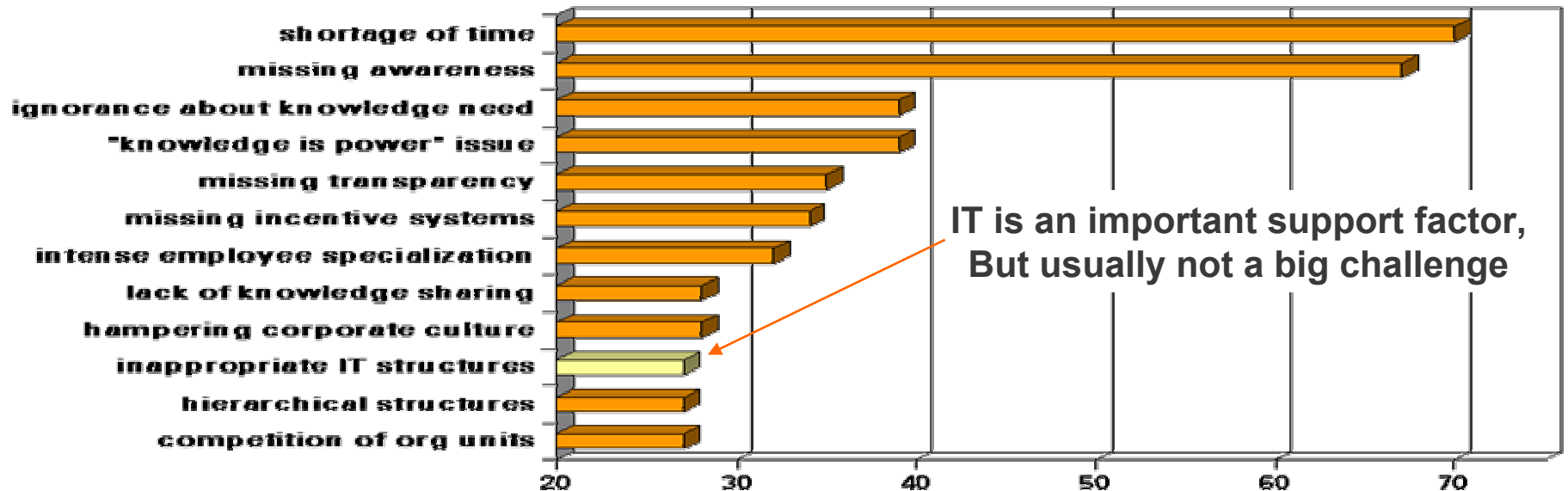
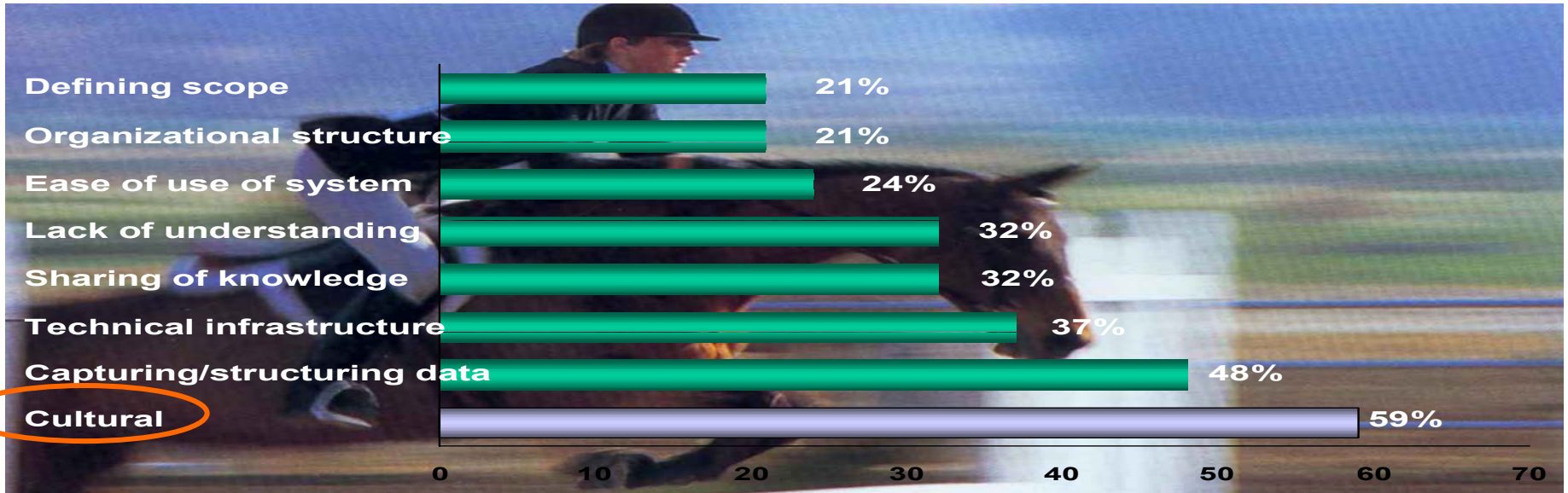


Group work: Knowledge Sharing in my organization

- Imagine, your boss calls you on Monday morning and asks you to help him foster knowledge sharing in your organization.
- Your first job is to analyze the current situation and understand what challenges you have to overcome.
- Create a LEGO model that shows:
 - The involved people in your organization and their relationship to each other
 - An important task/challenge your organization wants to solve, where good knowledge sharing would be helpful
 - Typical barriers to knowledge sharing that you can foresee



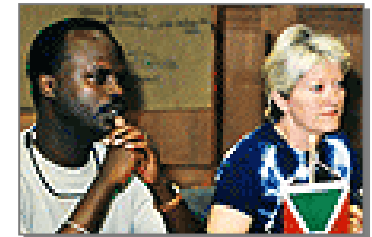
Knowledge sharing in large organization- Major challenges: culture & lack of time



Knowledge sharing in large organizations

Typical cultural issues to be addressed

- National cultural specifica
- Decision making processes
- Value structures
- Management style
- Departmental „sub-cultures“
- Learning styles
- Understanding of power
- Attitude towards learning
- Attitude towards sharing knowledge
- Levels of seniority, age, hierarchy, skills
- Communication style, patterns
- Etc.



The confusing world of knowledge sharing instruments

- Idea contests
- Knowledge landscape
- „Yellow pages“
- Customer Relationship Management
- Trainings
- Management reports
- Knowledge brokers
- Benchmarking
- Employee portals
- Intranets
- Document management systems
- Job rotation
- Succession planning
- Project debriefings
- Story telling
- Discussion forums
- Manuals and guidelines
- Team meetings
- Personal coaching
- Communities of Practice
- ...



Important decision criteria:

- ? **Does the instrument really solve our knowledge challenge?**
- ? **Does it fit the type of knowledge (explicit/tacit)?**
- ? **Does it provide access to all stakeholders?**
- ? **Does it fit our culture?**
- ? **Are our people „ready“ for it (skills, attitudes)?**
- ? **Does it allow for measuring success?**

ICN ShareNet case

ShareNet- the challenge

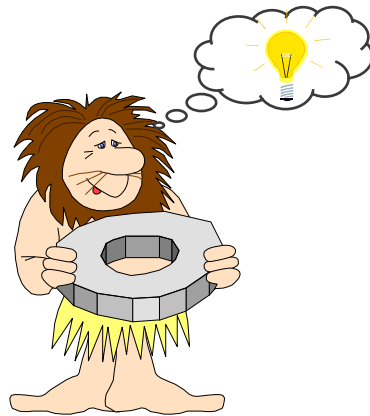
The situation at SIEMENS ICN in 1998



\$ 24 bn revenue, 60,000 employees in 140 countries
 Leading position in communication technology
 But: customer often unsatisfied with lack of consulting skills



Business moving from „box selling“ to „solutions providing“
 Surprising new competitors
 Fast changing complex environment



18,000 globally distributed Sales and Marketing people
 Urgently needing new skills,
 often „re-inventing the wheel“ („If SIEMENS knew, what SIEMENS know

**„We have databases with millions of pieces of information,
 but what we need is quickly available, up-to-date, proven
 experience knowledge“**

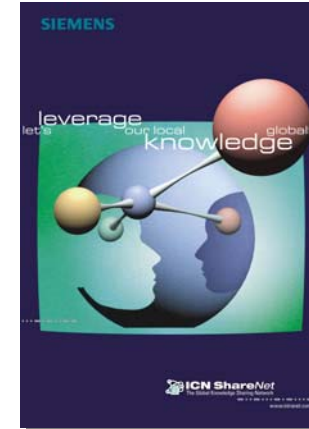
SIEMENS ICN ShareNet

Aligning the knowledge initiative with strategy



Business strategy:

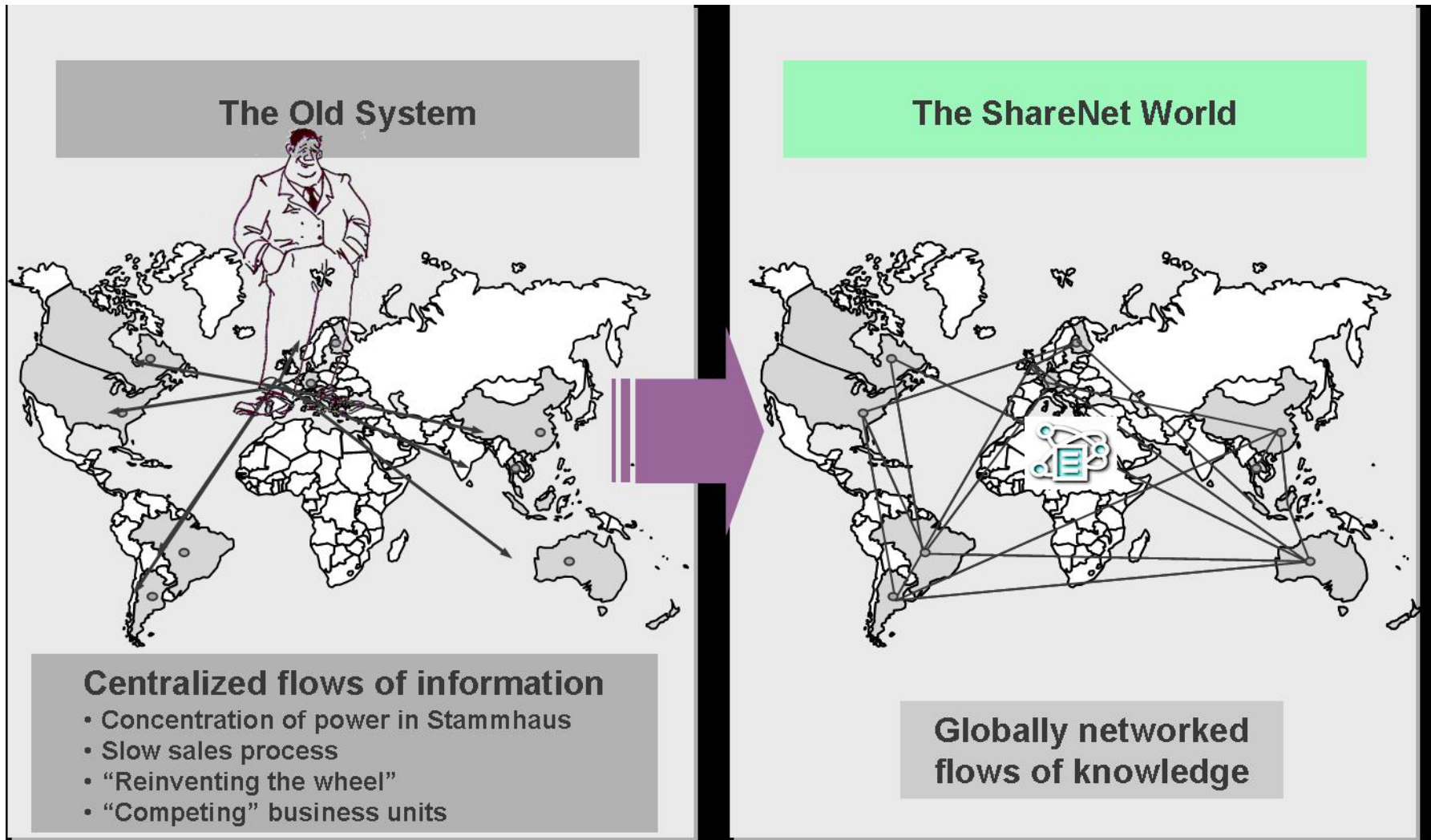
- Sell solutions, not only boxes
- Grow with innovative solutions
- Repeat local successes on global scale
- Enhance overall level of expertise
- Same solution in all countries where the customer is present
- Save cost to create solutions
- Provide same quality level in all countries
- Save time to respond to requests for proposal
- Etc.



Frame for the knowledge sharing initiative:

- ➔ Focus on experience knowledge
- ➔ Access for everybody 24/7 everywhere
- ➔ Use Sales Process as basis
- ➔ Cover all relevant knowledge (customer, competition, markets, technology, process...)
- ➔ Go for replication of de-facto standards
- ➔ Ensure high knowledge quality
- ➔ Important role of Communities of Practice
- ➔ Ensure access to experts

Changing the way we work together / “Culture clashes”



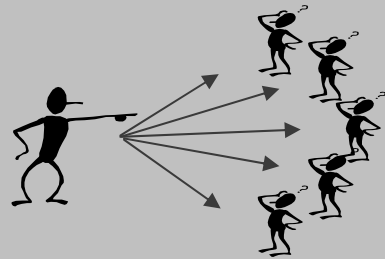
Influencing culture changes without using the „bad“ word „culture change“

- CEO as top „steward“ and „sponsor“ of the initiative
- Ensuring management support in the countries
- Steering committee of 7 influential (but open-minded) people from all parts of the organization
- Involving future „internal customers“ in the process from the very beginning
 - Creating the vision
 - What knowledge do we need? When? Where? In which format? In what detail? Etc.
 - Designing the system (not only technical!)
- Keeping HQ involvement low at the beginning



ShareNet Knowledge Flows: Everybody is a publisher and a reader

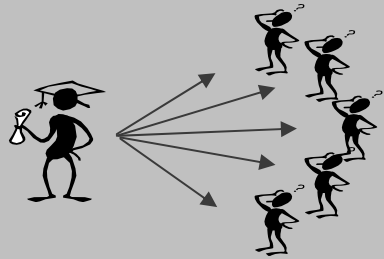
Experts



Speaker Listener

Dependent on
time and space

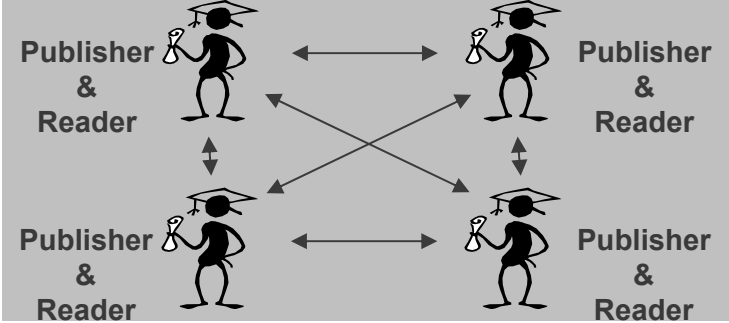
Printing Press



Publisher Reader

Independent of
time and space

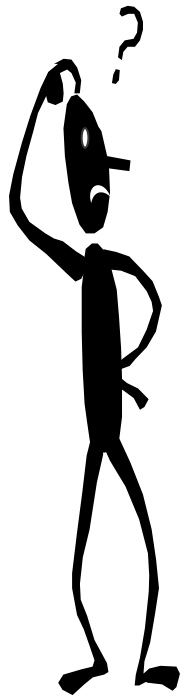
Intranet



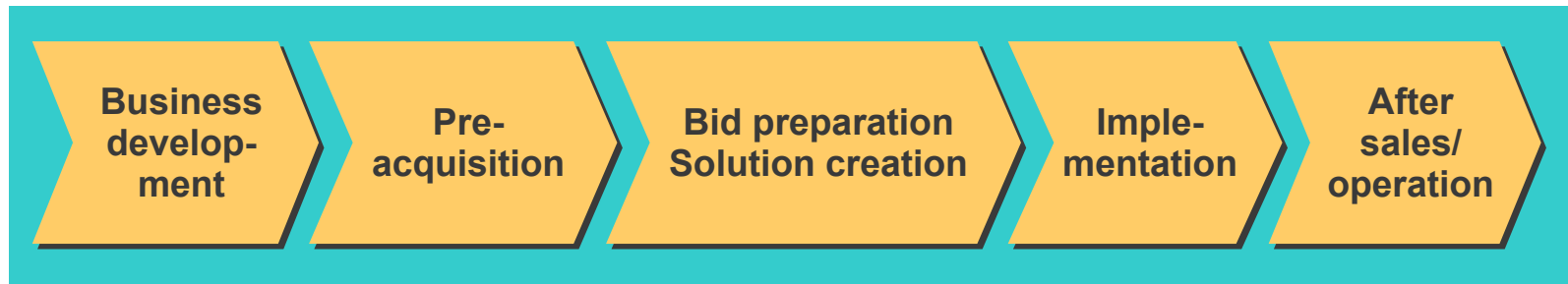
Independent of time and space
Everybody is
publisher and reader

ShareNet-

The right knowledge for the right people at the right time



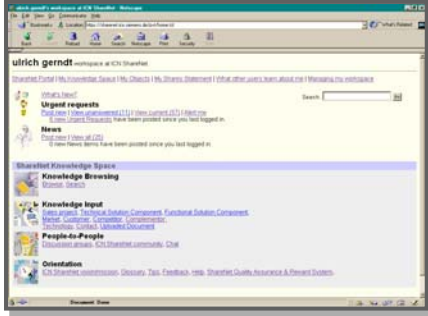
Sales Process



Imagine yourself being at the beginning
of the sales process you have just mastered:

- Which knowledge would have been useful at the very beginning?
- What source materials would you have needed?

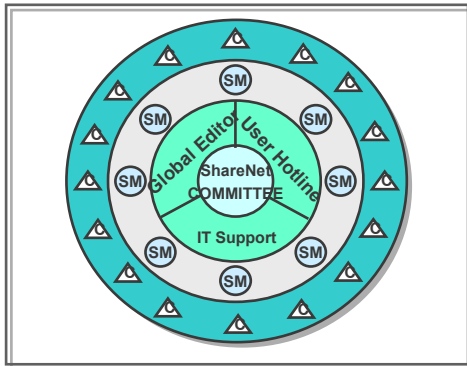
ShareNet- more than an IT system



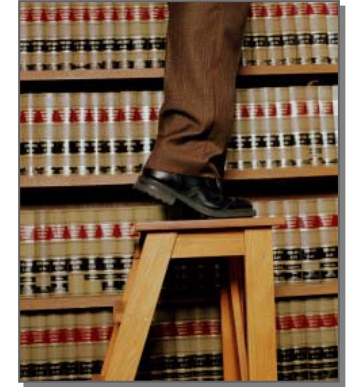
A collaboration platform featuring e.g.:

- Urgent requests
- Methods / Tips&Tricks
- Experts

A slim support organization with local and central elements

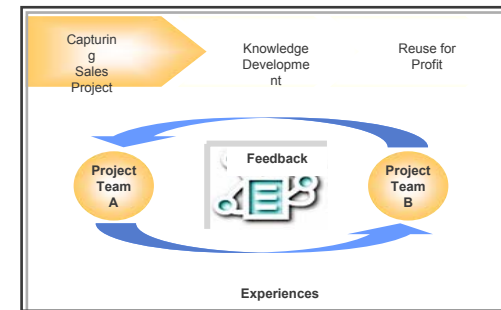


A global network of 18,000 people sharing their experiences, Ca. 80 Communities of Practice



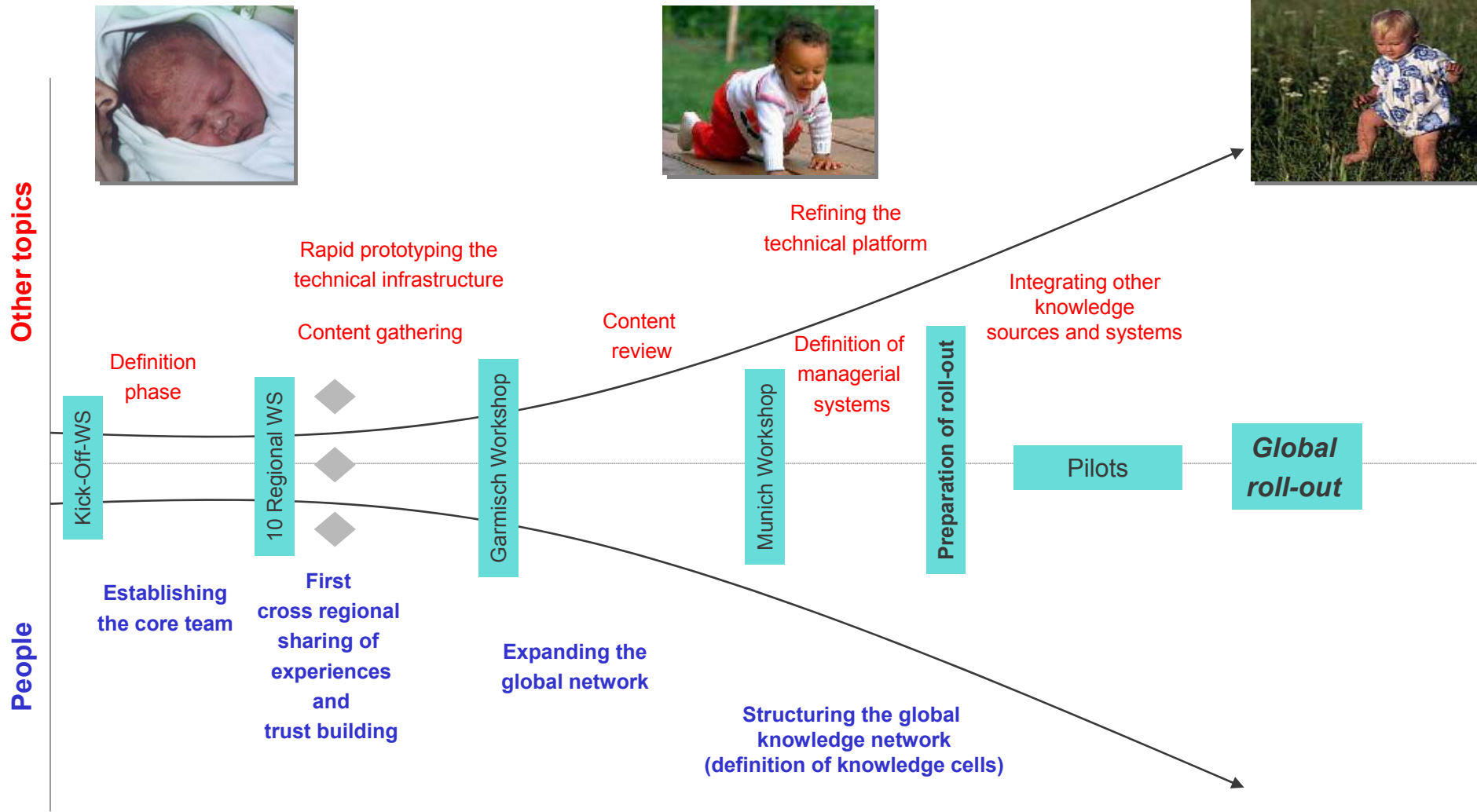
A huge body of experience knowledge available 24/7, growing every day

Processes to capture, enhance, reward knowledge sharing



ShareNet-Initiative roll-out

The first steps



Key questions we asked ourselves in the beginning in our core team of 40 people from central & field

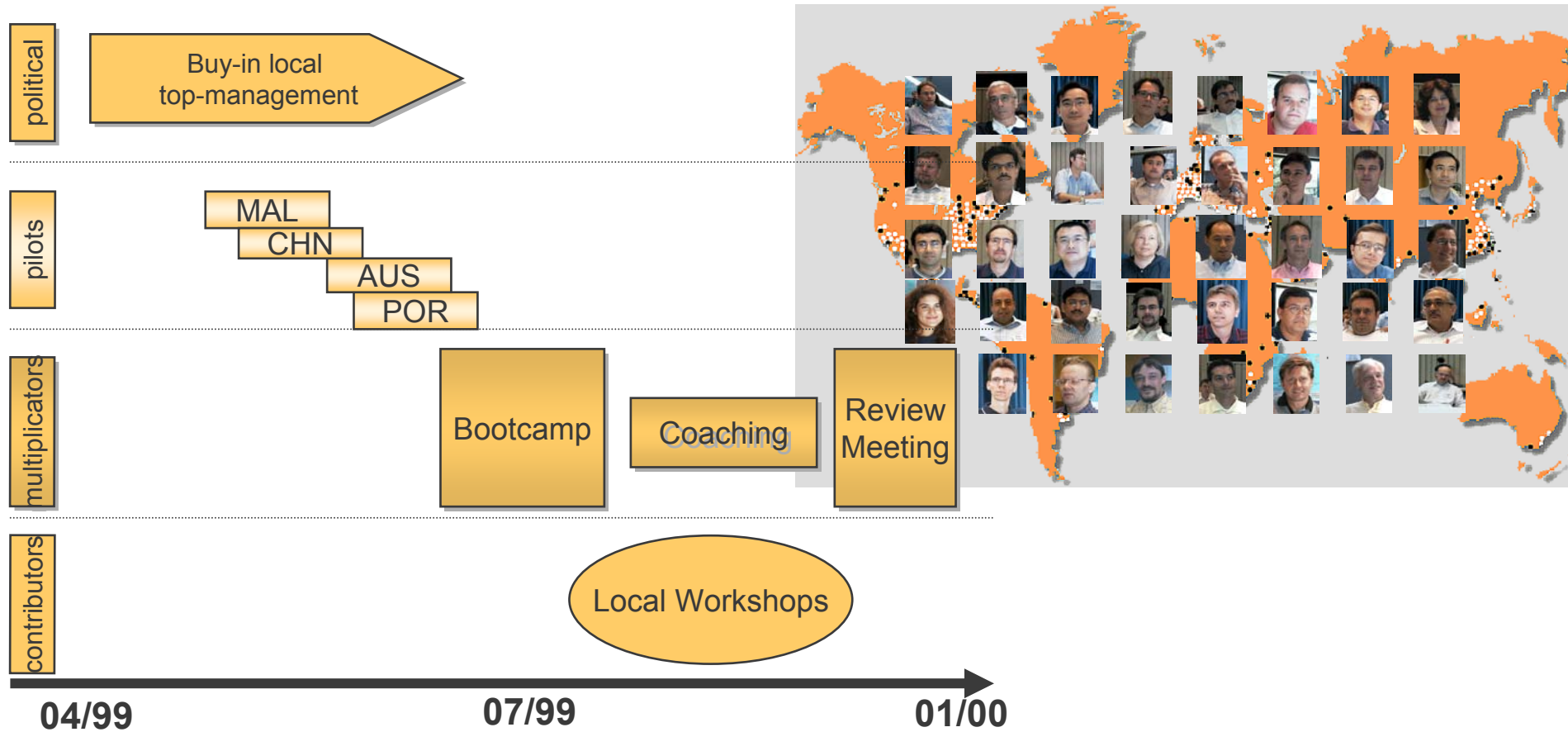
- Which process to focus on?
- Who should be in the core team?
- What knowledge is needed at which step in the process? What knowledge gaps exist?
- What are typical questions users have in their daily job?
- What types of knowledge has to be covered (codified, personal)?
- Which „quick wins“ can we make happen?
- How do we create enough „thrust“ in the organization to make this a success?
- What is the best way to start this without alarming opposing forces in the organization?
- How can we show that knowledge sharing „pays off“?
- ...



Common mistake:
To decide these issues in the
„ivory tower“ of
Headquarters...

ICN ShareNet®

The Global Roll-Out: ShareNet Manager „avalanche“



ShareNet-

Success stories / user comments

„We reused the approach from Brasil, and won this \$33M-project“

„Since I am in ShareNet, I save at least 4 hours a week to find similar projects“

„We won the project, because we knew what the competition did in Finland from ShareNet“

„With ShareNet it's easy to find the REAL experts in the field, not only HQ departments“

ShareNet-

Why do people want to be part of it?

Diverse motivations:

- It was their „baby“, they helped create it
- It helps them make their daily job easier
- They are grateful for answers to urgent requests
- They get international recognition as experts from their peers
- They are visible to management (even if low in hierarchy)
- Knowledge givers are rewarded as well as knowledge reusers willing to share their experience
- They value the principle of „give and take“ and being part of a new way of collaborating across boundaries



Clever tactics:

- ✓ Provide „magnet“ content not available elsewhere in the start phase
- ✓ Publish success stories
- ✓ Create an internal „brand“ & communicate it!
- ✓ Attract influential key users who „spread the gospel“
- ✓ Create an incentive system that fosters your knowledge goals

Our learnings

- Alignment of strategy and KM initiative
- Early active involvement of all stakeholders
- Flexible, enthusiastic core team (hand picked ;-)
- Visible (top) management support
- Ongoing communication to keep excitement high
- Don't try to solve the world question ☺
- Rapid prototyping approach (not the perfect solution that never comes), avoid technical integration in start phase
- Orientate KM to solve real-world problems (not just fancy stuff)
- Keep in mind, that...

Scorecard - Implementation Quality											Month: November
Country/Organisation	BTP Support	Assessmet	Triped (kx1)	Active Participation Ranking	Internal Contributor	External Contributor	Project Quality	Country size	STAR	STATUS	
US Country	0	0%	0%	0%	12	Low	Low			Action Required	
Colombia	0	0%	0%	0%	12	Low	Low			Action Required	
Australia	0	120%	30%	0%	8	Medium	Medium			OK	
India	0	0%	0%	0%	8	High	High			OK	
Belgium	0	66%	18%	0%	8	Medium	Medium			OK	
Spain	0	0%	0%	0%	8	Medium	High			OK	
Canada	0	0%	0%	25	Low	Low				Action Required	
China	0	0%	0%	0%	18	Low	Low			Action Required	
Colombia	0	0%	0%	18	Low	Low				Action Required	
Denmark	0	0%	0%	10	Low	Low				Action Required	
Japan	0	33%	11%	12	Low	Medium				OK	
Finland	0	74%	12%	12	Low	High				OK	
France	0	0%	0%	17	Low	High				Action Required	
Germany	0	0%	0%	13	High	High				Good	
Poland	0	0%	0%	13	Low	High				Action Required	
Hungary	0	142%	60%	18	Low	Medium				OK	
Italy	0	0%	0%	18	Medium	Low				Action Required	
India - Varanasi	0	0%	0%	0	Low	Low				Action Required	
India - Enterprise	0	0%	0%	0	Low	Low				Action Required	
Indonesia	0	0%	0%	18	Low	Low				Action Required	
Ireland	0	0%	0%	9	Low	Low				Action Required	
Italy	0	113%	17%	17%	Medium	Medium				OK	
Malaysia	0	60%	28%	18	High	High				Good	



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**Knowledge sharing is a journey,
not a destination.**