The expert is leaving – where does the knowledge remain?
Leaving Expert Debriefings for systematic planning of most important knowledge transfer actions

Translation to English of major concepts in the presentation at Wissenstag Österreich 2007, «Sobald Wissen geht – was bleibt?»

Dr.-Ing. Josef Hofer-Alfeis
Consulting for Knowledge and Innovation Management
Integrated Strategies and Solutions for the Intellectual Capital - Competencies | Knowledge Networking | Information | Innovation | Intellectual Property | Standards & Regulation

Partner, Amontis Consulting, josef.hofer-alfeis@amontis.com
**Agenda**

1. Knowledge has several dimensions, which need different ways of retention

2. The Leaving Expert Debriefing process for systematic planning of most important knowledge transfer actions

3. Examples and experiences, partly from KM consulting in Siemens AG
Comprehensive understanding for „Knowledge“ – K Quality perspective – example: Knowledge to find the way from A to D

- Proficiency of somebody, who has done it before
- Diffusion
- Partial knowledge diffused and inter-connected across various natives
- Various proficiency levels
- Tourist, being the 2nd time here

- Additional Dimension: Knowledge Area Content, e.g. geographical, economical, metrological, … knowledge

- Navigation System
  - Codified knowledge in various maps and guidebooks
  - Travel reports

- Professional guide

Dr.-Ing. Josef Hofer-Alfeis, 2007
Comprehensive Knowledge perspective:
Major knowledge quality dimensions for any content

Proficiency or Depth of Knowledge: e.g. the level of expertise, ability and experience in individuals, e.g. ranging from apprentice to world-class expert level.

Diffusion:
levels of knowledge diffusion across k. carriers, e.g. ranging from individual to organizational knowledge with two major forms: Collective K. (everybody has roughly the same K.) versus interconnected complementary K. (everybody has a different part to be combined to an organizational capability).

Codification:
levels from implicit/undefined/un-structured K. to explicit/well defined and structured K., e.g. forms of documented K. ranging from gut feelings via discussions, notes, and reports to structured "Knowledge Objects" and standardized Best Practices.

Sources: Max Boisot, CIBIT, Siemens

Dr.-Ing. Josef Hofer-Alfeis, 2007
Knowledge quality and KM processes for “Improve/adapt K Quality”

Proficiency Building:
- deepen & detail
- abstract & enrich

Codification Improvement:
- describe, structure, define

Diffusion Improvement:
- share/distribute and network

Proficiency
- individual
- world-class expert
- skilled & trained
- beginner

Codification
- Powerpoint
- guideline
- standard
- collective/complementary

Sources: Max Boisot, CIBIT, Siemens
KM’s core value-add

Core value-add by KM:

- balanced: trade-off options – optimizing in all dimensions
- orchestrated: coordinated proceeding of all related support disciplines
- powerful: multi-dimensional KM solutions leverage synergies

Sources: Max Boisot, CIBIT, Siemens
Knowledge Definition: Knowledge Carrier perspective

- **in humans**
  - education
  - experience
  - personal capabilities

- **in organizations**
  - collective knowledge
  - inter-connected knowledge

- **in information (described knowledge)**
  - in documents
  - in information systems
  - in artefacts
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Leaving Expert Debriefing process (LXD)
Systematic Analysis and Transfer of Valuable Expert Know-how

Dr.-Ing. Josef Hofer-Alfeis, 2007
Leaving Expert’s Relationship Map [RM] – strictly confidential

Dr.-Ing. Josef Hofer-Alfeis, 2007
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1 Identify & describe business-critical areas of proficiency & define transfer actions: Leaving Expert’s (LX) bus.-critical Knowledge Areas List [KL]

**Client Value Adding Processes**

**Knowledge Areas for: Output**

**Knowledge Areas for: Supply Chain**

**K. Areas for: Customer Relationships**

**K. Areas for: Mgt. & Support**

**K. Areas for: Business Background**
1 Identify & describe business-critical areas of proficiency & define transfer actions: Leaving Expert's (LX) bus.-critical Knowledge Areas List [KL] - example

Client Value Adding Processes

- Ideen-/InnoM Process
  - Idea/InnoM Typen
  - Level 3 Standard
  - Detailprozesse
  - InnoM-System
- ICapM Process
- Integrationsaufg.
  - ICap Strategy
  - ICap Reporting
- ProcessM
  - RPH
  - ARIS
  - Darstellung
  - Grundl
- Inno Proc TeamM
  - Moderation
  - OrgProzesse
- CoP InnoM M
  - OrgProzesse
  - Konf.gestaltung
- WM für Ideen-/InnoM
  - WKarten
  - ShareNet
  - G/BP Transfer
  - WEntwicklung
- Siemens/CIO/CT Org verstehen
  - Zus.Spiel GROC's
  - Prozessorg, in SAG
- ICapM WM

Dr.-Ing. Josef Hofer-Alfeis, 2007
Detailing Leaving Expert’s bus.-critical Knowledge Areas: Process models are excellent knowledge maps

- Innovation / value-added strategy
- Technology & competence analysis
- Idea Concept
- Guideline for Feasibility Check
- Guideline for Intellectual Property Requirements
- Idea Concept feasibility evaluated
- Status Feedback to Idea Creator
- Invention Disclosure
- Idea Concept (external process)
- to IP Mgt.

Organizational knowledge

Individual knowledge

Codified knowledge

Various proficiency levels

Level: 3
Detailing Leaving Expert’s bus.-critical Knowledge Areas:
Product models are excellent knowledge maps

- standardized mounting process
- strategic patent
- reports about understanding competition and markets
- organizational knowledge
- expert
- Community of Practice
- Center of Competence
- Team
- individual knowledge
- story of a major Lesson Learnt
- Standards as technical platform
2 Identify, describe and evaluate bus.-critical relationships & networks and define transfer actions: Leaving Expert’s Relationship Map [RM]

sensible information: negotiate in advance, who will get it and how
### Proficiency or Knowledge Asset/allocation – transfer action

<table>
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<tr>
<th>#</th>
<th>Description</th>
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<tbody>
<tr>
<td>1</td>
<td>Proficiency transfer actions: … … responsibilities, …running/planned actions, …</td>
</tr>
<tr>
<td>2</td>
<td>Relationship building: …</td>
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<tr>
<td>3</td>
<td>Transfer of codified knowledge assets and related processes</td>
</tr>
<tr>
<td></td>
<td>… Teamspace, …Community Workspace, … Website</td>
</tr>
<tr>
<td></td>
<td>… Content Structure / Folder / Document / Catalogue /</td>
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<td></td>
<td>… Prospect / …</td>
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<td>… Model / Instrument / Workflow …</td>
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4 Capture lessons learned / advice and define transfer

<table>
<thead>
<tr>
<th>Lesson Learned / Advice and transfer proposal</th>
<th>Target group, various levels</th>
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<tr>
<td></td>
<td>for successor(s)</td>
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<tr>
<td></td>
<td>for role</td>
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<td></td>
<td>for group</td>
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<td>for department</td>
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<td>for company</td>
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**Additional Lessons Learned from a series of Leaving Expert Debriefings (LXD)**

**Management:**
- Plan your future relationship to the Leaving Expert, before you start
- The LXD date should be as early as possible ← → but the successor(s) has to participate
- Eventually invite interesting stakeholders in to the LXD
- Eventually invite higher level management for some time in the LXD
- Eventually announce and grant an effective recognition to the tandem Leaving Expert and Successor, if the transfer has been accomplished successfully

**Moderator:**
- Care for process and structure, but be flexible for unforeseen valuable dialogues
- Eventually extend relationship map with historical aspects
- Eventually classify relationships with proficiency characteristics ("practitioner", "manager", "researcher", …)

**Management and Moderator:**
- Proceed with care and trust-building – check your wording
- Focus on future knowledge importance for organization/business objectives
- Care for transfer action achievement and measure transfer success
Leaving Expert Debriefing should be part of the general business process systematics - Example: Siemens Reference Process House

Management Processes
- Strategic Planning & Controlling
- Financial Planning & Controlling
- Enterprise Governance
- Internal Audit

Customer Relationship Management (CRM)
- Plan
- Understand
- Sell
- Care

Supply Chain Management (SCM)
- Plan
- Source
- Deliver
- Return

Product Lifecycle Management (PLM)
- Plan
- Product Portfolio Management
- Define
- Commercialize/Operate
- Phase out

Support Processes
- Quality Management
- Environment, Health & Safety
- Intellectual Capital Management
- Human Resources
- Financial Management
- Procurement
- Process & Information Management
- Communication
- Real Estate Management
- Administration & Infrastructure
- Operating Rules

Intellectual Capital Mgmt.
- Mgt. of
  - Ideas
  - Knowledge
  - Intellectual Property
  - Standards & Regulations

Debrief and Transfer Knowledge

Source: Siemens AG
KM Process Systematic: a result of the work group Knowledge Engineering und Management of the German BITKOM Association

- comprehensive taxonomy for KM processes
- additional business story about applying the processes (inter-linked)
- Checklist for KM maturity of the organization (inter-linked)
- PDF hyper document in German, version 1, 2007

Download (also for non-members):
http://www.bitkom.org/de/publikationen/38337_45785.aspx
KM Reference Processes in the BITKOM Guideline
KM Process Systematic

Knowledge – Capability for effective Action in specific Knowledge Areas: Is the K. Quality* adequate?

Any Business Process/Activity or Subject Domain

✔ yes

Knowledge

X no

K as-is

Improve Knowledge

Mgt / K. Worker

Plan & Control Knowledge and KM

Socio-technical KM System(s): Is the right KM System in place? If no:

Improve KM System

KM Support

Proficiency Improvement
Diffusion Improvement
Codification Improvement
Locate Knowledge and Learn
Debrief Knowledge and Transfer
Network and Collaborate in K. Area
B2 umfassende „mehr-dimensionale“ Vorgehen

B2.1 W Lokalisieren & Aufnehmen (pull)
- Experten/Community/Kompetenzzentrum über Wissensprofil-/Wissenskarten-System suchen und Wissen austauschen (via ...)
- Dokumentiertes Wissen suchen, z.B. via Suchmaschinen, und Wissen erschließen (via ...)
- Dokumentiertes Wissen suchen und Wissen erschließen via Alert-Dienste setzen und nutzen und lernen (via ...)

[zur Beispiel-Diagnosefragen B2.1] [zur Anwendungsgeschichte B2.1]

B2.2 W Erfassen & Transferieren (push)
- Leaving Expert Debriefing & Knowledge Transfer
- Project Team Debriefing (z.B. Significant Milestone Reviews, Post Project Reviews, Peer Assists, After Action Review) & Knowledge Transfer
- Experten- und Gruppen-Debriefing (+ Ideen-Generierung) und systematische Gruppendiffermischung (z.B. World-Cafe, Syntegration-Methode von Malik, XENIA-Ansatz, Open Space Ansatz, ...)
- Training/Schulung aufbauen und durchführen
- Experten-/Ratgebersystem erstellen und einsetzen
- Lessons Learned erfassen und transferieren
- Best Practice Sharing and Replication

[zur Beispiel-Diagnosefragen B2.2] [zur Anwendungsgeschichte B2.2]

B2.3 im W-Gebiet Vernetzen & Zusammenarbeiten (pull & push)
- Arbeitsgruppe bilden und zusammenarbeiten

[zurück zur Prozess-Systematik B2.2]
Identify Knowledge Risks by *Intellectual Capital Strategy Process* – an instrument from *Plan & Control Knowledge and KM*

Portfolio of business-relevant Knowledge Areas and expected impact on business

Derivation of ICap Improvements, e.g.

**ICap Risks / Debriefing needs**

**Strategic training needs**

**Business-driven ICapM Program**
Contact

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Further Readings and other KM sources

Contributions to KM books and publications:
- Deking, I, Management des Intellectual Capital, Gabler Verlag, 2003

Recommended links for more information on KM:
- www.knowledgebusiness.com
- www.wimip.de
- www.knowledgeboard.com
- www.cbit.com/site-en.nsf/p/-News
- www.APQC.org
- www.eknowledgecenter.com
- http://www.hrm-auer.ch

Books:
Developing a Knowledge Retention Strategy

- Identify the need for a knowledge retention and transfer strategy (e.g., through statistics demonstrating increasing attrition of employees who possess key competencies).
- Develop the business case for knowledge retention and transfer.
- Identify and engage key stakeholders.
- Align the knowledge retention and transfer strategy with key organizational and business strategies and approaches.

Designing Knowledge Retention and Transfer Processes and Approaches

- Define the drivers for determining critical knowledge.
- Determine what critical knowledge needs to be retained (evaluate the potential value of knowledge loss) and transferred and its context.
- Establish comprehensive, systematic processes for knowledge capture and transfer and embed them in the workflow.
- Leverage existing process improvement vehicles (i.e., Six Sigma, Lean) where applicable.
- Align these processes with the employment lifecycle.
- Determine governance and IT resources needed for knowledge retention processes and approaches.

Implementing Knowledge Retention and Transfer Processes and Approaches

- Develop training, marketing, and communications plans to develop and support a culture of knowledge retention.
- Identify and develop roles to support knowledge retention and transfer processes and approaches.
- Identify and develop pilot opportunities.
- Align IT capabilities and applications to support knowledge retention and transfer.

Evaluating Success

- Set realistic goals.
- Establish measures to understand whether critical knowledge is retained and reused.
- Determine the impact on performance and to the business.
- Understand how to sustain and evolve the processes and approaches.