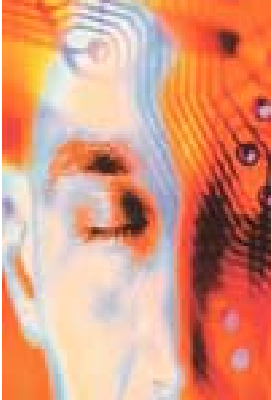


Knowledge Harvesting in Action

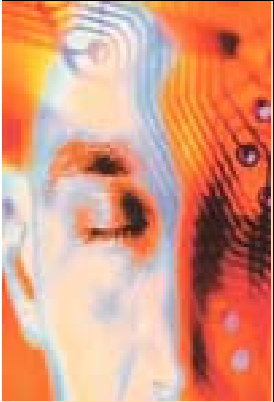
Larry Wilson Joe Pufahl

LearnerFirst



Establishing Common Ground

- Of the critical know-how that is necessary to operate your organization, what percentage is actually documented (SOPs, process maps, reports, policies, workflow...)?
- How would you describe the remaining percentage? Is it "in people?" Is it anywhere else?
- Apart from your co-workers, what are the most valuable assets of your company?
- Do you or clients use information retrieval, workflow, etc.?
- Do you have a corporate memory?
- Who in your organization is responsible for managing your company's memory?
- What do you expect from this session?



Sound Familiar?

Our suppliers know more about this than us.

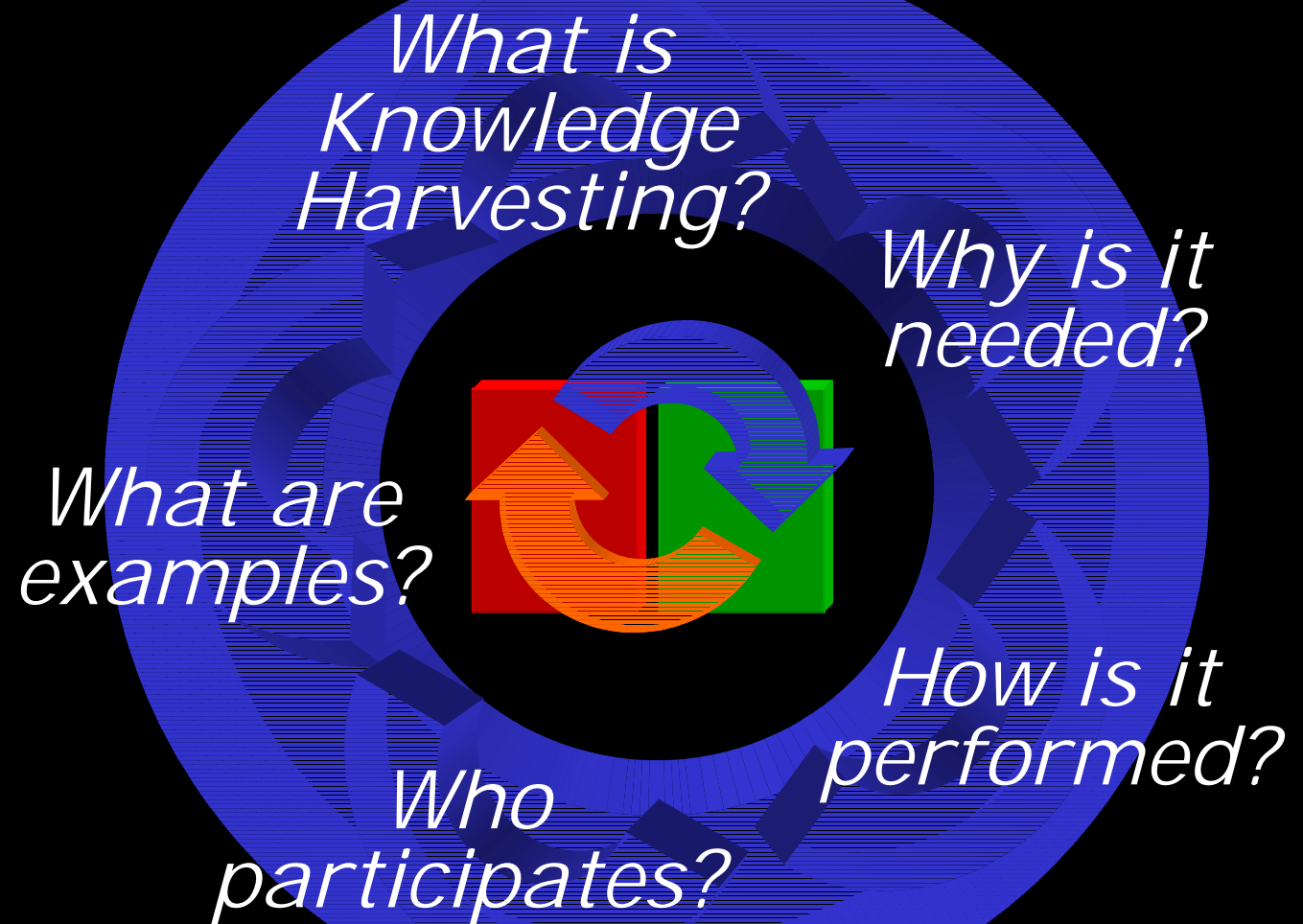
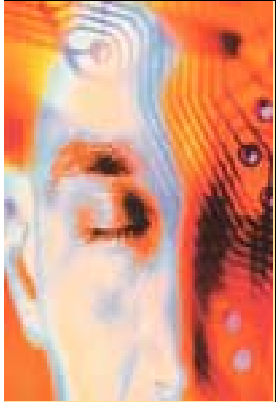
More people leaving... how much brain drain can we stand?

If we don't figure out how to tell our customers what we know, they're gone.

Our training is totally insufficient.

Here we go again... re-inventing the wheel.

Another budget cut?! How can we do more with less?

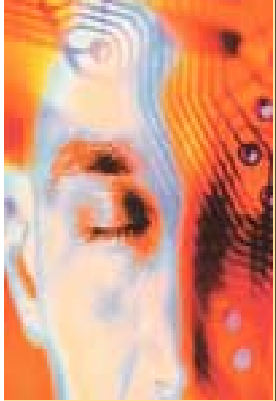


*Does your organization have a KM function?
Do you have a system for transferring knowledge?*

KH & KM

*What is Knowledge
Harvesting?*

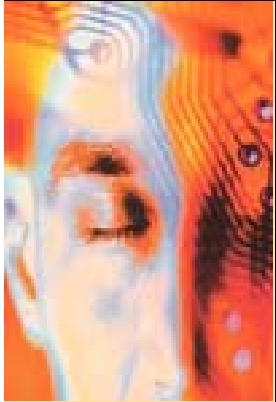




*What is Knowledge
Harvesting?*

Elicit know-how.
Communicate.
Learn how to learn.



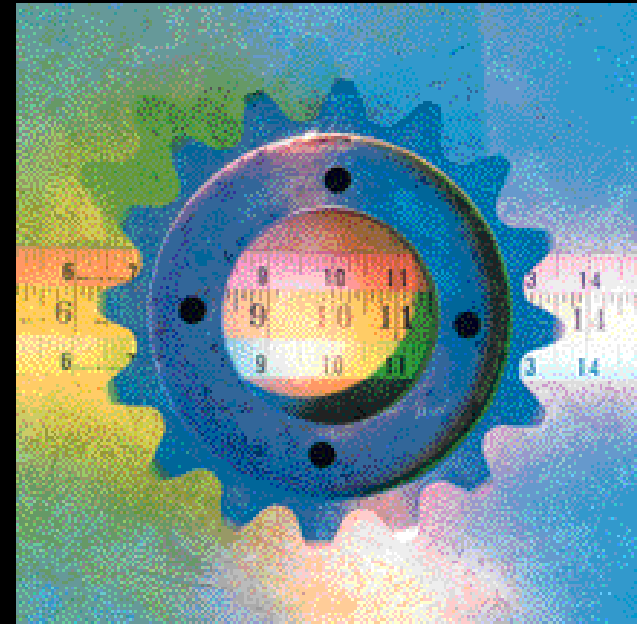


*Why is Knowledge
Harvesting needed?*

Results of Knowledge Harvesting

The result of harvesting is action-learning software, which serves to:

1. promote understanding
2. provide guidance for working
3. record facts about how work is performed
4. create metaknowledge about how work changes



What are the characteristics of knowledge assets?

Action Learning Software

codified human
expertise

used to create
organizational value

asset owned by
the organization

exists
independently of
human memory

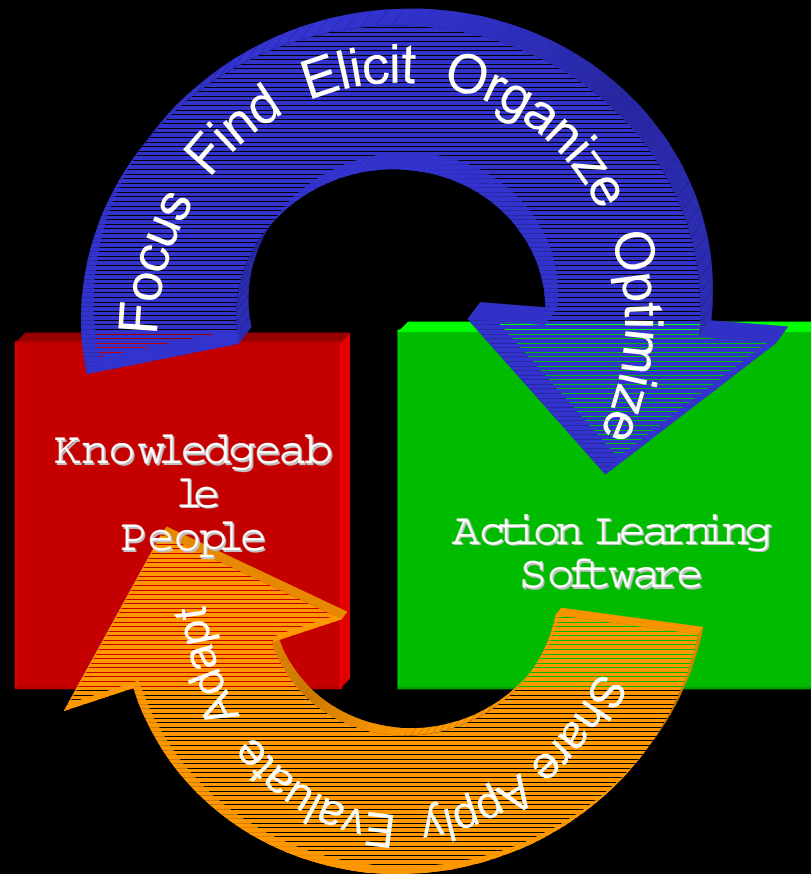
commonly deployed
via Intranets



*Why is Knowledge
Harvesting needed?*

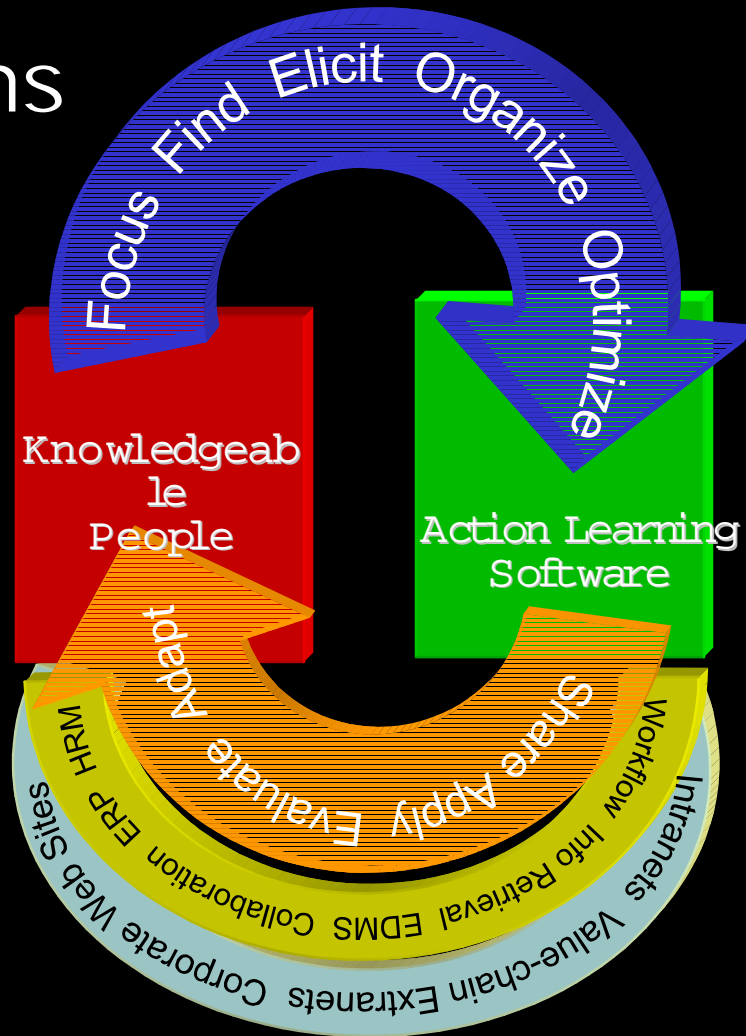
Corporate Memory Management

*How is harvesting
performed?*



What is in documents that help people accomplish work?
What could be in documents that enhance peoples' abilities to do work?

EDMS Solutions



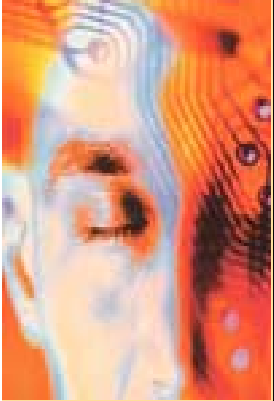
Knowledge Harvesting
 & Info Technology

What is the difference between information and knowledge?

The Knowledge Equation

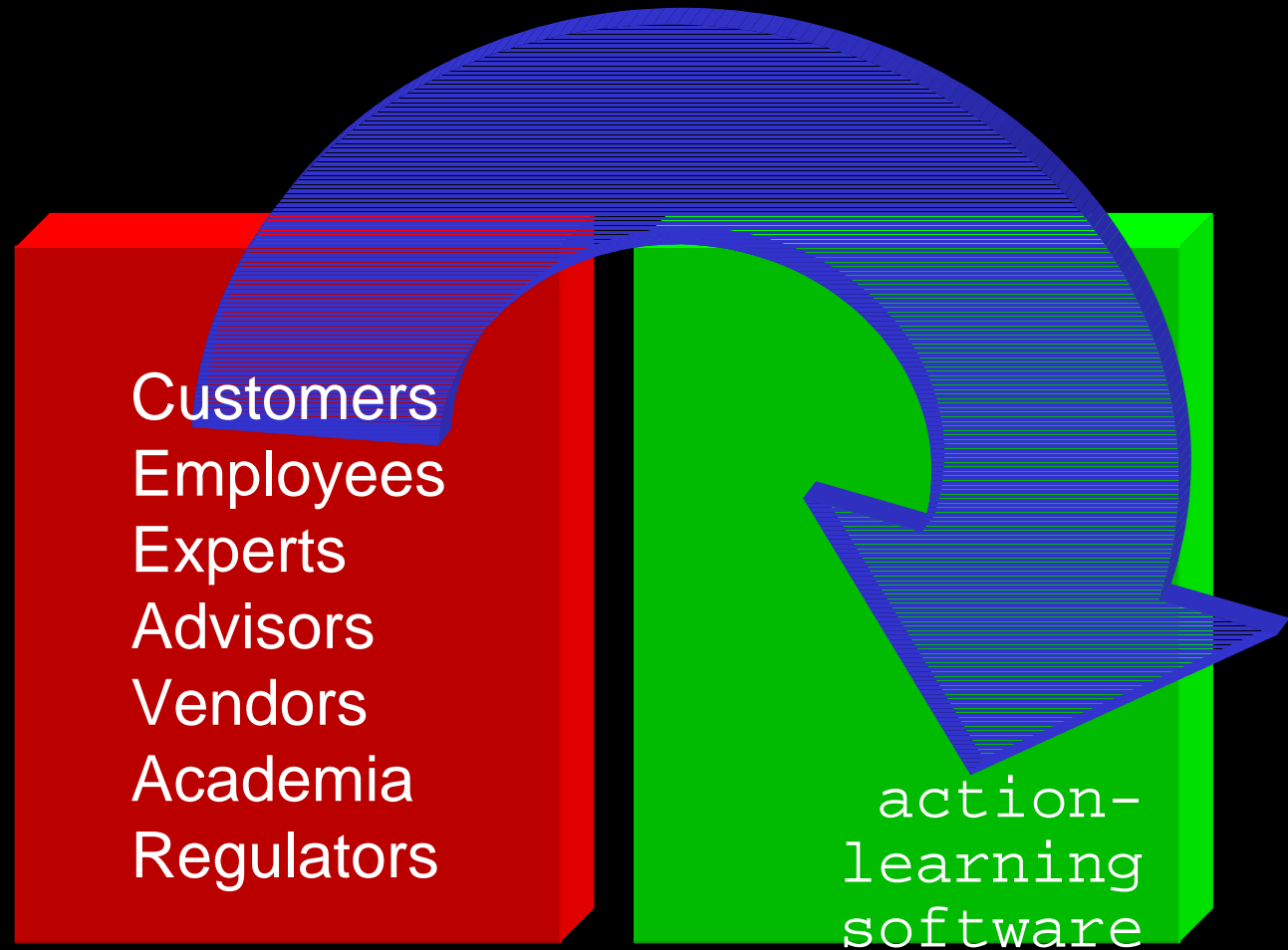
*What is Knowledge
Harvesting?*

$$\begin{array}{ccc} \text{(Support Information + Guidance)} & * & \text{Interpretation} = \text{Knowledge} \\ \begin{array}{c} \text{why what who when} \\ \text{Information technology} \\ \text{is the medium} \\ \text{for these messages.} \end{array} & \begin{array}{c} \text{how} \\ \text{Individual's} \\ \text{thinking occurs.} \\ \text{Meaning is achieved.} \end{array} & \begin{array}{c} \text{Capability} \\ \text{for action} \\ \text{is enhanced.} \end{array} \end{array}$$



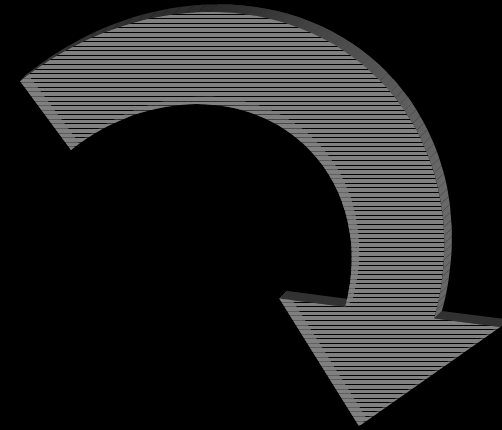
*How is harvesting
performed?*

Who participates?



What is a way that everyone can describe his/her work?

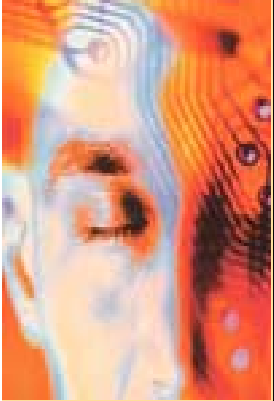
Actions are processes of varying complexity that exist to create results. Actions may be performed individually or collaboratively. **Accurate knowledge (“knowing how”)** is the basis for action.



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



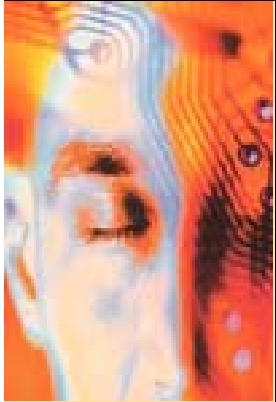
*What is Knowledge
Harvesting?*



Examples?

British Petroleum
Buckman Labs

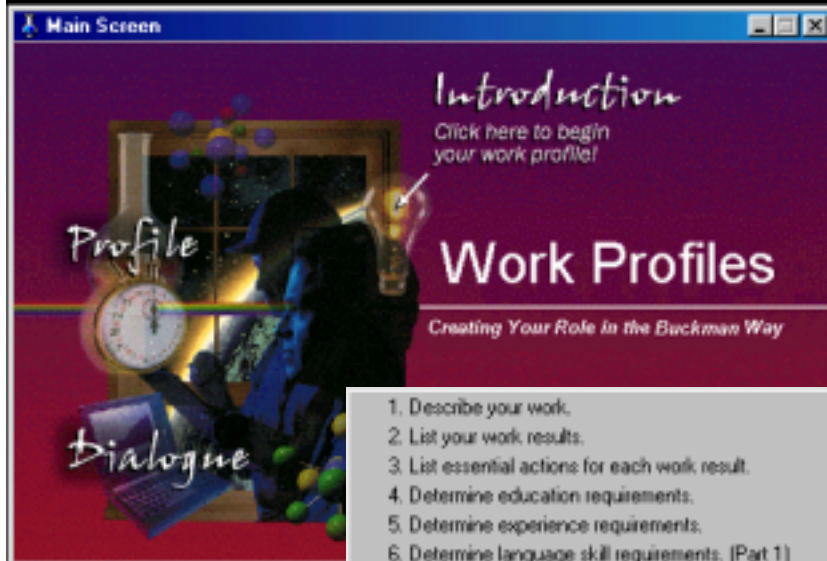




*Example
British Petroleum*

Focus - cost reduction, risk management
Find - business managers
Elicit - one-week, closed-door sessions
Share - reports, framework
Apply - other assets





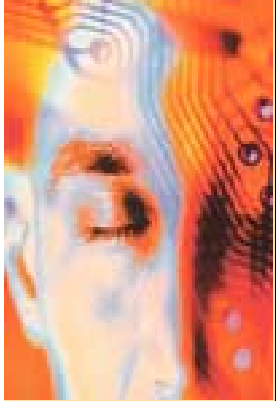
1. Describe your work.
2. List your work results.
3. List essential actions for each work result.
4. Determine education requirements.
5. Determine experience requirements.
6. Determine language skill requirements. (Part 1)
7. Determine language skill requirements. (Part 2)
8. Determine mathematical skill requirements.
9. Determine reasoning ability requirements.
10. Determine requirements for certificates, licenses, or registrations.
11. Determine requirements for travel.
12. Determine requirements for physical activities.
13. Determine requirements for physical lifting.
14. Determine special vision requirements.
15. Determine work environment/exposure requirements. (Part 1)
16. Determine work environment/exposure requirements. (Part 2)
17. Identify work characteristics and associated traits. (Part 1)
18. Identify work characteristics and associated traits. (Part 2)
19. Identify work characteristics and associated traits. (Part 3)
20. Identify work characteristics and associated traits. (Part 4)
21. Create a purpose statement.

1. Review the rules. (Part 1)
2. Review the rules. (Part 2)
3. Plan a meeting.
4. Review and print worksheets.
5. Enter your notes from discussion.
6. Send HR your updated profile.

Focus - alignment
Find - HR professionals
Elicit - 40 hours over 3 months
Share - software
Apply - everyone



Example
Buckman Labs



Conclusion

What do you need to manage corporate memory?

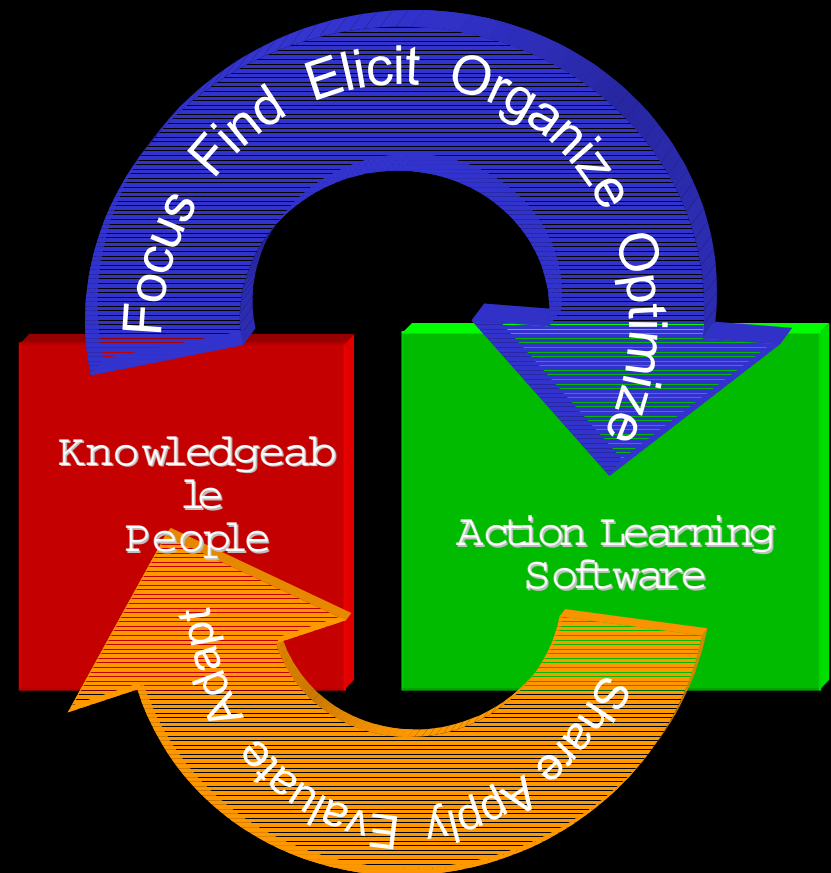
- Effective Process
 - * Knowledge Harvesting
- Medium for Delivery
 - * Action Learning Software + Schema + Builder
- Principles (for Organizing)
 - * Guidance & Support Information
 - * Actions & Results

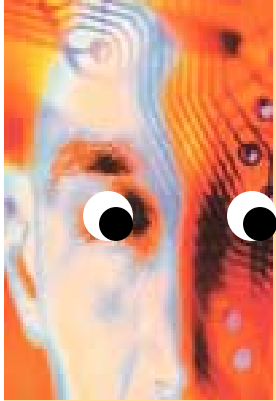


How do You Begin?

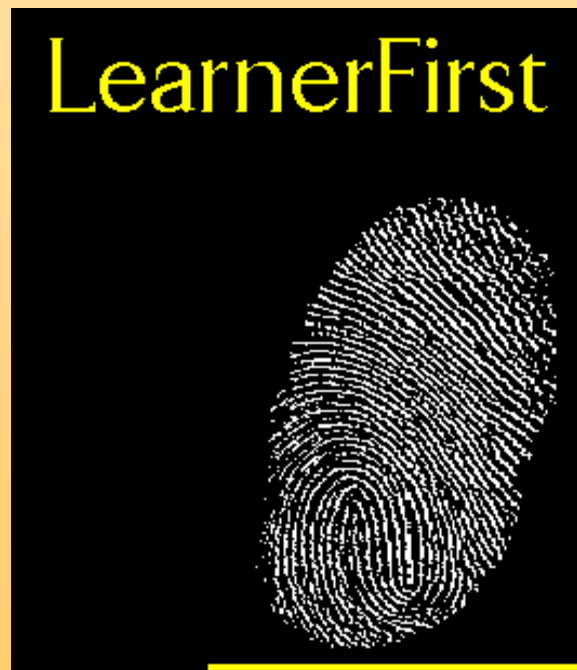
Knowledge Assessment

- Focus on the organization's readiness
cultural, technology, operational, markets, etc
- Find resources and opportunities





Larry Todd Wilson
ltw@learnerfirst.com
www.learnerfirst.com



LearnerFirst, Action Learning Software, and
Knowledge Harvesting are trademarks of
LearnerFirst, Inc.