BOEING

DANNY	TEAM	DANNY	TEAM	TEAM
Deliverable Development	Submitter	Notes | Formal Reporting	Agenda Creator	Meeting Manager

ORGANIZATION　　　　　　　　　　　　　　　　　**OUTLOOK**

TEAM
- MON: KEY MEET
- WED: BREAKOUTS
- SUN: DELIVERABLE
- FRI: TEAM MEETING

SPONSOR
- FRI: CORE SPONSOR MEETING
- FRI: OTHER STAKEHOLDER MEETINGS

COHESION
- UNDERSTANDING ROLES
- ORGANIZE
- COMPARTMENTALIZE

COMMUNICATION
- EMAIL REPOSITORY
- CHAT GROUP
- CONSISTENCY
- GOOGLE DRIVE

SCHEDULE

TEAM
- GOOD COORDINATION

ASSIGNMENTS
- ON TRACK

SPONSOR
- INITIAL BARRIER
- DISCOVERY MEET

TEAM

BOEING VP

Sponsor | Key Stakeholder

COMMUNICATION

- CONSISTENT
- PATIENT
- ARTICULATES CLEARLY

SPONSORSHIP

- EASY SCHEDULING
- KNOWLEDGEABLE
- ADDRESSES EACH QUESTION
- TOTAL TRANSPARENCY

STAKEHOLDER

- CLEAR STRUCTURE
- CLEARLY DESCRIBED ISSUES, OBJECTIVES, & GOALS

STAKEHOLDER

TEAM
- Stakeholder groups organized for RACI
- Risk Matrix Developed

ASSIGNMENTS
- On Track

SPONSOR
- Met with MV (Sponsor's supervisor)
- Met with MB (Business Process Leader)

PROJECT TITLE	Capstone	COMPANY NAME	Boeing
PROJECT MANAGER	Columbia-Boeing Knowledge Team	DATE	10/01/2023

Number	TASK TITLE	TASK OWNER	START DATE	DUE DATE	DURATION	PCT OF TASK COMPLETE
1	Project Conception and Initiation					
1.1	Project Charter/Brief		10/1/23	10/7/23	6	100%
1.2	Project Timeline		10/1/23	10/7/23	6	75%
-	Sponsor Check-In		10/6/23	10/6/23	1	100%
1.3	Organizational Objectives		10/8/23	10/14/23	6	100%
1.4	Stakeholder Analysis		10/8/23	10/14/23	6	100%
-	Sponsor Check-In		10/13/23	10/13/23	1	100%
1.5	Framework Identification		10/15/2023	10/21/23	6	100%
1.6	Problem Analysis		10/15/23	10/21/23	6	100%
-	Sponsor Check-In		10/20/23	10/20/23	1	N/A
-	Sponsor Check-In		10/27/23	10/27	1	0%
1.7	Monthly Status Report/Feedback		10/31/23	10/31/23	1	0%
2	Risk and Implementation					
-	Sponsor Check-In		11/3/23	11/3/23	1	0%
2.1	Risk Matrix		11/5/23	11/11/23	6	0%
2.2	RACI Matrix		11/5/23	11/11/23	6	0%
-	Sponsor Check-In		11/10/23	11/10/23	1	0%
2.3	Change Plan		11/12/23	11/18/23	6	0%
2.4	ADKAR Analysis		11/12/23	11/18/23	6	0%
-	Sponsor Check-In		11/17/23	11/17/23	1	0%
2.5	Implementation Plan		11/26/23	12/2/23	6	0%
2.6	Monthly Status Report/Feedback		11/30/23	11/30/23	1	0%
3	Project Report Out					
3.1	Recommendations		12/10/23	12/16/23	6	0%
3.2	Change Analysis		12/10/23	12/16/23	6	0%
3.2	Sponsor Presentation		12/17/23	12/17/23	0	0%

SCHEDULE

Learning and Development Organization

Functional Development | Leadership Development | Production System Training

o Mandatory Training Resources   **o** Skill Development and Learning   **o** Sharing Knowledge Cross Departmentally

o Guide Employees: Role Scope, Skill Proficiencies, and Learning Techniques

BENEFITS | SCOPE

Identified Objectives

- Uncertainty

- Strategy & Goals
- Stakeholders
- Root Issues

- Knowledgeable sponsor
- Continual communication
- Build clear, manageable, and relevant solutions

PROBLEM STATEMENT

We envision to progress Boeing's post-restructuration by aligning the organization's matrix structure to improve their communication practices and data driven approach to harnessing critical knowledge. Barriers have manifested via shortcomings in communication that affect their operational and cultural interdependencies. We intend to bridge the gap through adaptive organizational analyses of operational processes to provide relevant recommendations, and their potential impacts and opportunities.

BREADTH

Implementation Plan

Boeing: Learning & Development

Stakeholders

Fohrs	Valencius	Steinman	Brown	BKM Support	WebEx Support

	Phase I	Phase II	Phase III	Phase IV

Planning

Phase I
- Vision: Critical Knowledge Transfer
- L&D Buy-In: Bottom-Up Approach
- Propose Single Comm. Tool
- Set Clear Goals & End Results
- QM 1

Phase II
- Expand WebEx Functionality
- QM 2

Phase III
- Run Assessments & Discovery
- Identify Improvement Areas
- QM 3

Phase IV
- Run Assessments & Discovery
- QM 4

Strategy

Phase I
- Establish BKM's — QM 1
- ID Employee Appointees & Roles
- SWOT Analysis | Identify Teams
- Set QM objectives, format, & critical points

Phase II
- BKM Roles: Evolve from assessment, feedback, & alignment
- Assess & supplement QM agenda, critical points, & objectives
- QM 2

Phase III
- BKM: Assess, supplement, & present value-add, pain, & gains
- Assess Total Project & Teams
- Implement prior relevant feedback
- QM 3

Phase IV
- Assess Total Project & Teams
- Implement prior relevant feedback
- QM 4

Development

Phase I
- Production Roadmap | KM Book — QM 1
- Teams: Organizational Chart, structure, structure | Revitalize Directory
- Matrix: Success Measurement | Team Critical KM: Survey/Discovery

Phase II
- Assess Matrix | Assess Total Project
- Assess & Supplement WebEx
- QM 2

Phase III
- Assess Total Project & teams
- Implement prior relevant feedback
- QM 3

Phase IV
- Assess Total Project & Teams
- Implement prior relevant feedback
- QM 4

Risks

Phase I
- Leadership Resistance | Missed QM 1
- Staff Disengagement
- No WebEx Participation

Phase II
- Work Overload | Missed QM 2
- No WebEx Participation
- Continual L&D Disengagement | Critical Knowledge not defined

Phase III
- No WebEx Participation | Missed QM 3
- Continual L&D Disengagement | Critical Knowledge not transferred

Phase IV
- No WebEx Participation | Missed QM 4
- Potential Project Failure
- Requirements & Deliverables not met

MILESTONES PEOPLE ACTIVITIES | QM | Quarterly Meetings

SOLUTIONS Wk 10
RIGIDITY Wk 10
CHANGE Wk 10
COMMUNICATION Wk 10
SPONSOR SUPPORT Wk 10
RISKS | BARRIERS
SKILL SCOPE Wk 10
SCHEDULE Wk 10
SILOS Wk 10

RISK

Q1:
- RESISTANCE FROM SENIOR LEADERSHIP
- EMPLOYEE DISENGAGEMENT

Q2:
- WORK OVERLOAD

Q3:
- SENIOR LEADERSHIP DISENGAGEMENT
- CRITICAL KNOWLEDGE NOT BEING PROPERLY COLLECTED AND DISSEMINATED
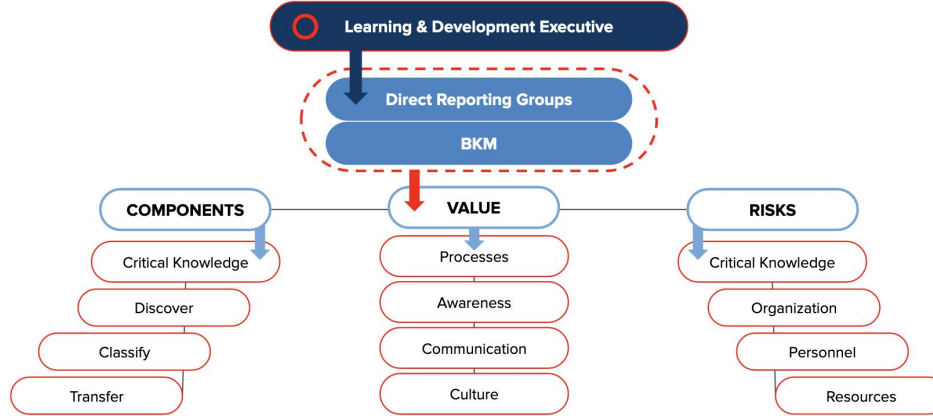
Q4:
- EMPLOYEES NOT MEETING GOALS

Q1-4:
- LACK OF PARTICIPATION
- EMPLOYEES NOT USING WEBEX

BOEING KNOWLEDGE MANAGER ROLES

Learning & Development Executive

Direct Reporting Groups

BKM

COMPONENTS	VALUE	RISKS
Critical Knowledge	Processes	Critical Knowledge
Discover	Awareness	Organization
Classify	Communication	Personnel
Transfer	Culture	Resources

Value and Relevance: Processes, Awareness, Communication, and Culture

- Catalyst for behavioral and operational efficiency
- Set foundation to create a culture of cross team communication and collaboration
- Drive communication and awareness, to increase knowledge creation, transfer, and storage
- Create knowledge acquisition and address root cause of communication gaps and silos

Associated Risks and Impacts: *Organization, Personnel, and Resources*

- Creation of silos
- Morale decrease
- Missing meetings
- Loss of innovation
- Inefficient resource utility
- Knowledge loss and gap creation
- No repository use and no data tracking
- Lack of follow up assessments and adapting new insights
- Risk of non-participation in meetings and collaborative tools
- Creation of barriers in communication, roles, information

Involved Components: Discover, Classify, and Transfer Critical Knowledge

- Quarterly meetings to promote knowledge discovery, sharing, and transfer
- Set timelines and structure meetings to systematically manage discovery, communication, and collaboration
- Record meetings, disseminate, and share across teams in central communication repository
- Draw discovery questions to create a common framework for critical knowledge extraction and transfer
    - Continual communicative exploration, collaboration, and feedback with staff at all levels.
- Run assessments and build open awareness of projects, barriers, pains, gains, new ideas, risks, and needs
    - This will inform the continual classification of critical knowledge and common questions.
- Identify critical knowledge within each process. Ensure the knowledge is accessible, clear, and promoted.
- Common discovery questions, follow up assessments, and open cross-communication.

PROJECT

Involved Components
- Feedback systems
- Central repository for activities
- Training needs, requirements, and locations
- Tool to disseminate meeting and task information
- Assists with the process of onboard support and training for staff
- Connects members needing guidance with members with expertise
- Enables acquisition, transfer, and sharing of knowledge and its critical points
- Enables cross team communication and awareness and open access to critical knowledge
- Buy-in and adoption from top to bottom, followed by consistent utility as a resource
- Storage of knowledge, processes, projects, meetings, tasks, and assessments to serve as reference

Value and Relevance
- Maximizes resource usage
- Unifies communication processes
- Historical Reference to support learning and development
- Adoption and use promotes culture of open communication and collaboration
- Creates a resource for cross-team collaboration, communication, and learning
- Foundation for critical-knowledge discovery, acquisition, Transfer, Sharing, Storage
- Integrates multiple projects and teams to prevent silos and increases of awareness of information

Associated Risks and Impacts
- Risk of non-participation
- Lack of training, awareness, familiarity, understanding
- IT errors & malfunctions

STRUCTURE | SCOPE | ISSUES SOURCES

AVOIDANCES

OBJECTIVES & GOALS
- *ARTICULATING CLEARLY*

RELEVANT SOLUTION IDEAS

FINAL DELIVERABLE
- WHITE PAPER

CONTINUAL DISCOVERY | OA STEPS

PROJECT