

Accelerating Development of a KS Program

Integrating Business Value and Behavior

DR Consulting
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Transformational

Recent / Current / Future Client Activity

Healthcare Company

- KS Governance Build-out, Launch one Knowledge Network – more in the works, Build-out of Company-wide Wiki, Ongoing KS Strategy Support

Medium-sized Refining Company

- Content Management Assessment and Implementation, Build Intranet, SharePoint 2013 Document Management Solution, Ongoing maintenance work for Laurel, Transitioning to second Refinery, Collaboration & Digital Strategy Support for Corporate SharePoint efforts, Strategy work with several groups such as Maintenance and Safety, EnergyWiki build and implementation

Global Auto Manufacturer

- KS Strategy, KS Governance, Company-wide Wiki, Knowledge Network Development for 4 Networks in North America, Strategy work for Additive Manufacturing (3-D Printing)

Integrated Global Oil & Gas Company

- KM Strategy, KM Assessment, Launched 2 global CoPs, Built and Launched Company-wide Wiki, leveraging the work to refresh 10s of Communities of Practice, Strategy work with several functions and locations

Global Manufacturer

- KM Assessment, KM Strategy, KM Governance, proposal to build-out 3 global Knowledge Networks beginning in July 2015

National Oil Company (NOC)

- KM Assessment and KM Workshops for extended team in country

Global Chemical Company

- KM Assessment and Strategy for Q3
-

DR Consulting: Purposeful Collaboration Drives Business Value

Smart managers intuitively understand the importance of the problems that Knowledge Sharing or Collaboration efforts are often designed to address – some key facts:

- Sprinkled across most organizations are people doing similar kinds of work, but they often remain unaware of one another's expertise, successes and failures.
- Some of this lack of awareness is the result of waves of downsizing, reorganizations, leadership changes, and new acquisitions.
- However, even in the best-managed organizations, employees who could benefit from one another's experiences are often isolated by formal structures and mechanisms that subdivide work into different reporting channels and focus employees on local, rather than overarching, business goals.

It has become conventional wisdom that a technology-led “build it and they will come” approach is naïve, and that effective collaboration is more about people and processes than it is about technology. Yet managers still grapple with what this means: Which people? What processes? And how can managers make sure that their company is focused on a measurable, sustainable, and attention-grabbing business impact? How do we create governance and accelerate our development in this area?

Four Principles of Effective Networking from DR Consulting

DR Consulting helps clients create the success with principles to develop vibrant and effective global Communities of Practice (or Knowledge Networks) that result in measurable cost savings and revenue generation. At DR Consulting, we call this Purposeful Collaboration. Below, we group purposeful collaboration principles according to the question they address:

1. What key decisions determine whether or not a new community should be formed?
2. What kinds of roles are necessary to ensure community success?
3. How can a company establish the kind of knowledge-sharing culture that communities require?
4. How does the day-to-day community operation maximize benefits and minimize efforts for all involved?

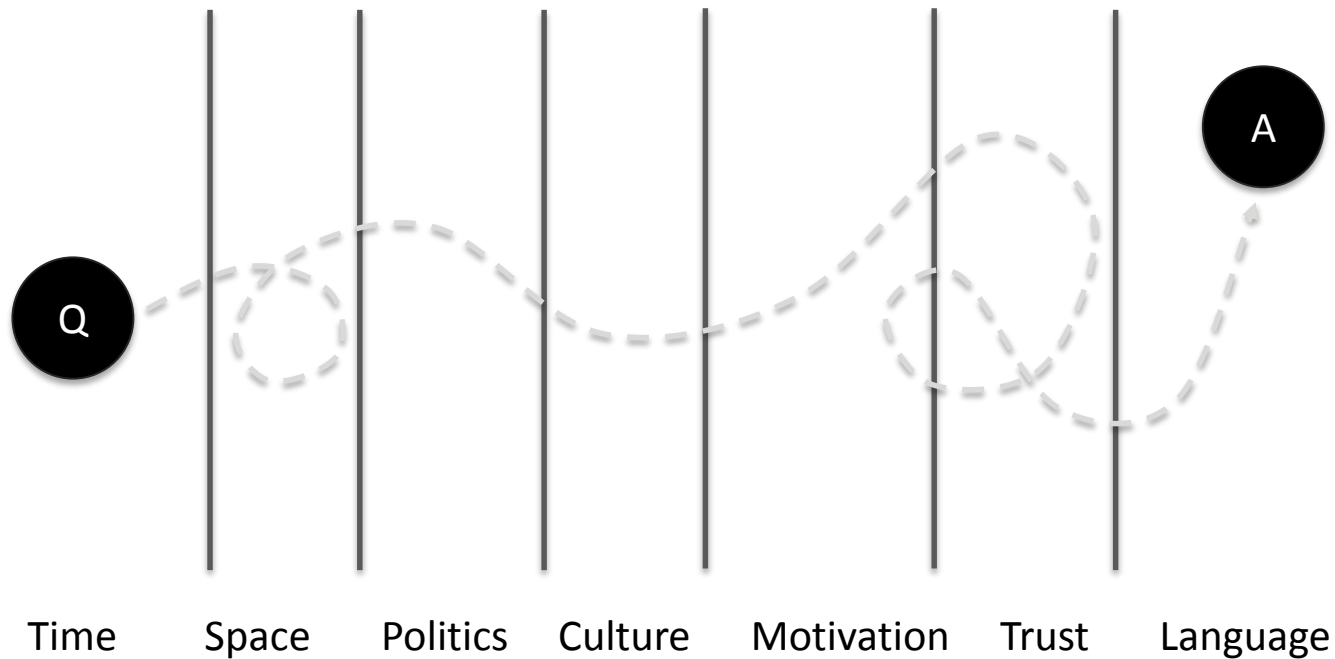
Communities of Practice (or Knowledge Networks) should focus on knowledge sharing with an emphasis on two “B’s” – **Behavior and Business Value**. When done properly, Communities of Practice should enable groups, functions, disciplines and business locations to build greater levels of openness and trust, which, in turn, improve employee collaboration and the sharing of valuable best practices and lessons learned. This sharing will lead to positive business results, such as reduced project cycle time and cost of production, as well as elevated competitive differentiation and improved financial results. Purposeful Collaboration should also be recognized as a critical pillar and enabler of innovation.

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KS Vision / Business Context

Collaboration crosses boundaries – ALL ARE WELCOME

- Collaboration is people working together ***across a barrier*** to solve a problem.
- What are the traditional barriers to collaboration?





Why should we try to collaborate? Why work so hard to cross these barriers?

“Fortune favors the
prepared mind.”

~ Louis Pasteur

No matter how hard you work, as an individual,
we can not be prepared for everything.

The background of the entire image is a dense grid of hundreds of small, square photographs of people from various backgrounds, ages, and professions. Overlaid on this grid is a network diagram. It starts with a central node labeled 'Q' in a yellow circle. From 'Q', several white arrows point outwards to other nodes, which are also circles containing photos of people. One of these nodes has three arrows pointing to three more nodes. Another node further to the right has an arrow pointing to a node labeled 'A' in a yellow circle. The text is overlaid on a dark horizontal band across the middle of the image.

For every challenge there is a mind, somewhere, that is **already** prepared for it.

The more minds you can tap into, the greater your chance of success. That's why we cross barriers.

What is the Collaboration Business Case?

Collaboration is never a driver in and of itself!

Key questions:

- What strategic priority does this help realize?
- How does it help realize the strategy priority?
- What processes need to change?
- Who will benefit from this?
- How can we measure this?



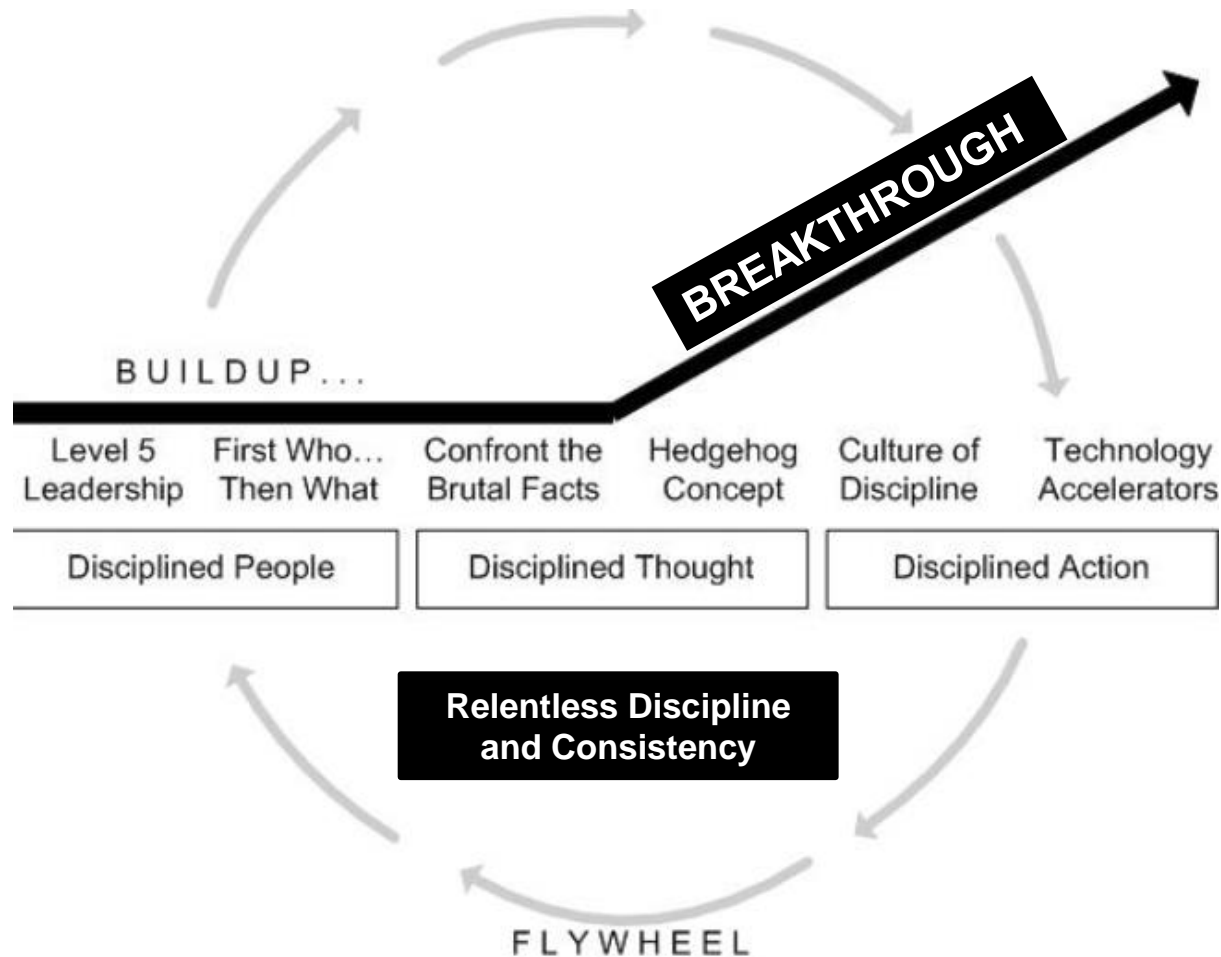
Governance Ideas

“...the processes of interaction and decision-making among the actors involved in a collective opportunity that lead to the creation, reinforcement, or reproduction of norms and standards.” **SHARED ACCOUNTABILITY**



The Flywheel

The additive effect of many small initiatives – acting like compound interest



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KS User Experience / Technology

You have most of the tools you need – but it's left to the user or groups to try to pull them together



WHAT YOU HAVE

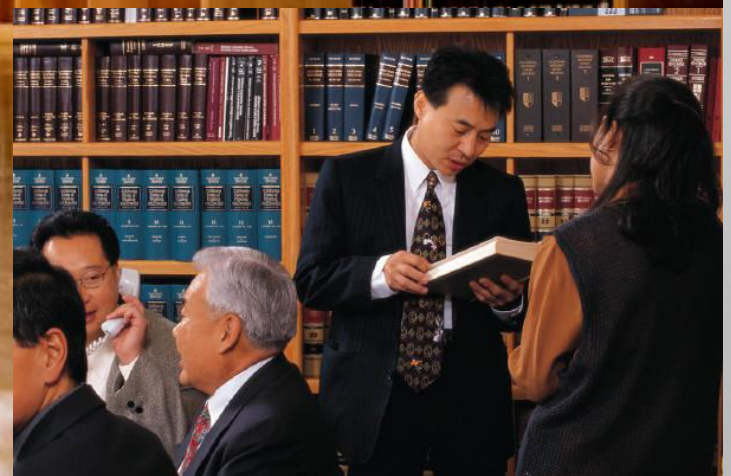
WHAT YOU MAY WANT



A photograph of a man with grey hair, seen from behind, standing in a room that appears to be a library or a large book collection. He is wearing a light-colored short-sleeved button-down shirt and blue jeans. The room is filled with floor-to-ceiling bookshelves packed with books. In the foreground and middle ground, there are large, messy piles of books and papers on the floor. A red chair is partially visible in the lower center. The text "WHAT YOU MAY HAVE" is overlaid on the image in a large, bold, sans-serif font. "WHAT", "YOU", and "MAY" are white, while "HAVE" is yellow.

**WHAT
YOU
MAY
HAVE**

WHAT YOU WANT










Typical Knowledge Ecosystem

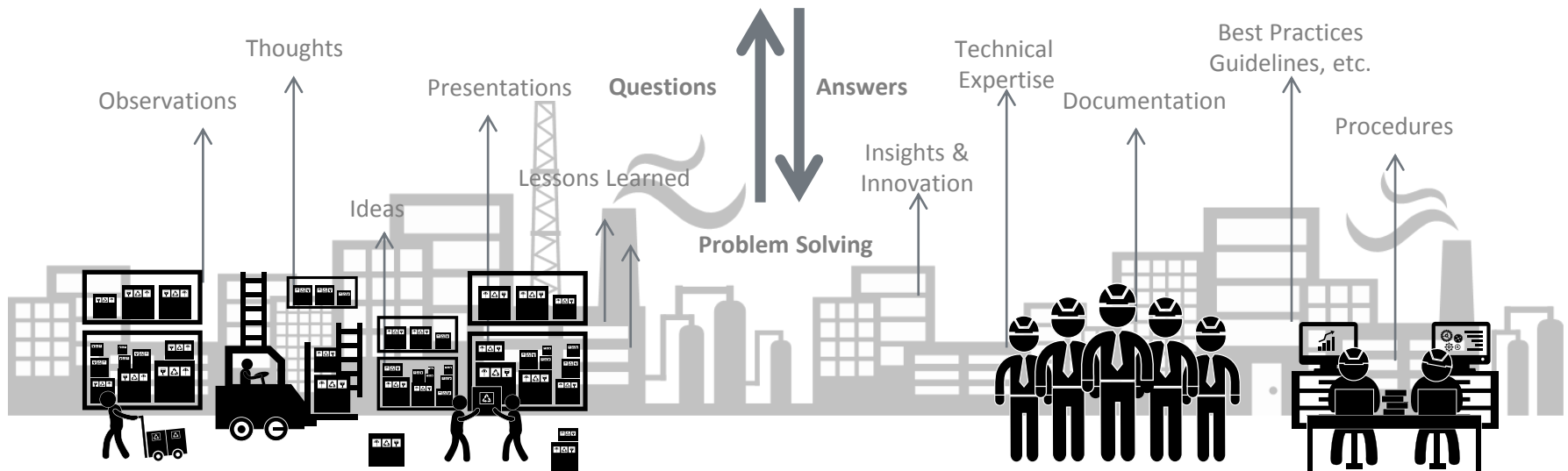


Search – Organized by Relevance

Enterprise-wide Wiki – Organized in Context

Informal
➔
 Formal

Individual	Teams & Functions	Cross-Group / Cross-Division		Company-Wide		
 IM, Email, Meetings	 SharePoint, other KS	 Knowledge Networks	 Innovation	 Wiki	 Standards Procedures	 Policy
Social Collaboration	Tight Collaboration	Knowledge Sharing & Ideation		Knowledge Harvesting		Governance



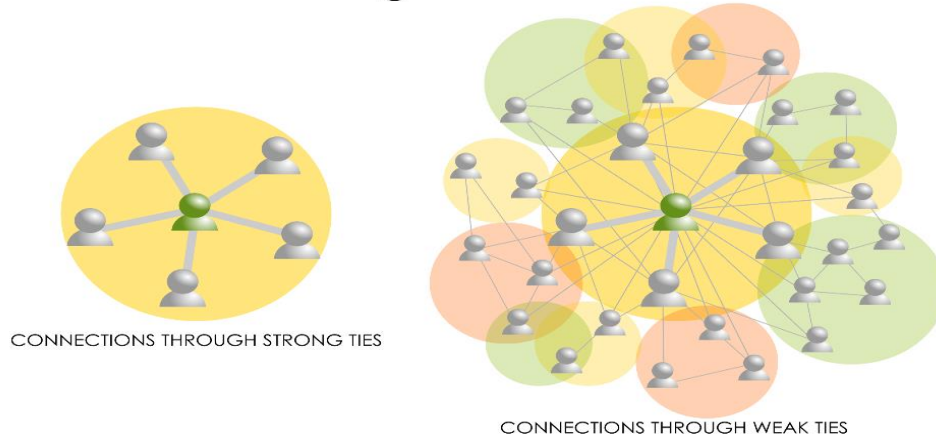
KS Architecture – Mock-ups

Ecosystems: Having “know-who” is far more effective than just having “know-how,” and new channels yield new solutions. But that’s not enough. Finding and implementing new solutions requires thoughtful planning, communication and willingness to take risks. Collaborative networks are more dynamic and interconnected than traditional hub & spoke structures. – -

See more at: <http://innovationedge.com>

The Strength of Weak Ties - [Link to Article](#)

The Strength of Weak Ties



- The problem with strong ties is that they require a lot of effort to maintain. If you're familiar with Dunbar's number it basically suggests that we can't usually maintain more than 150 stable social relationships. Weak ties on the other hand do not require a lot of effort to maintain and we can have far more of them.
- When two people have strong ties they typically know many of the same people and have access to the same information, which means there is strong overlap between the two. Strong ties at work are typically co-workers that sit next to us or perhaps work in the same department. This means that if you need access to someone or something outside of your department, that your strong ties generally don't have access to things that you can't get access to yourself.
- However, when you have a weak tie with someone this acts as a bridge to an area where you most likely don't have access to the same people and information that your weak tie does. In this scenario there is not a lot of overlap. A good example might be if you're in the marketing department but need some assistance with something related to finance or legal. Having these weak ties allows you to get access to these people and information in other departments. It is possible to maintain a few strong ties in other departments but usually not many.

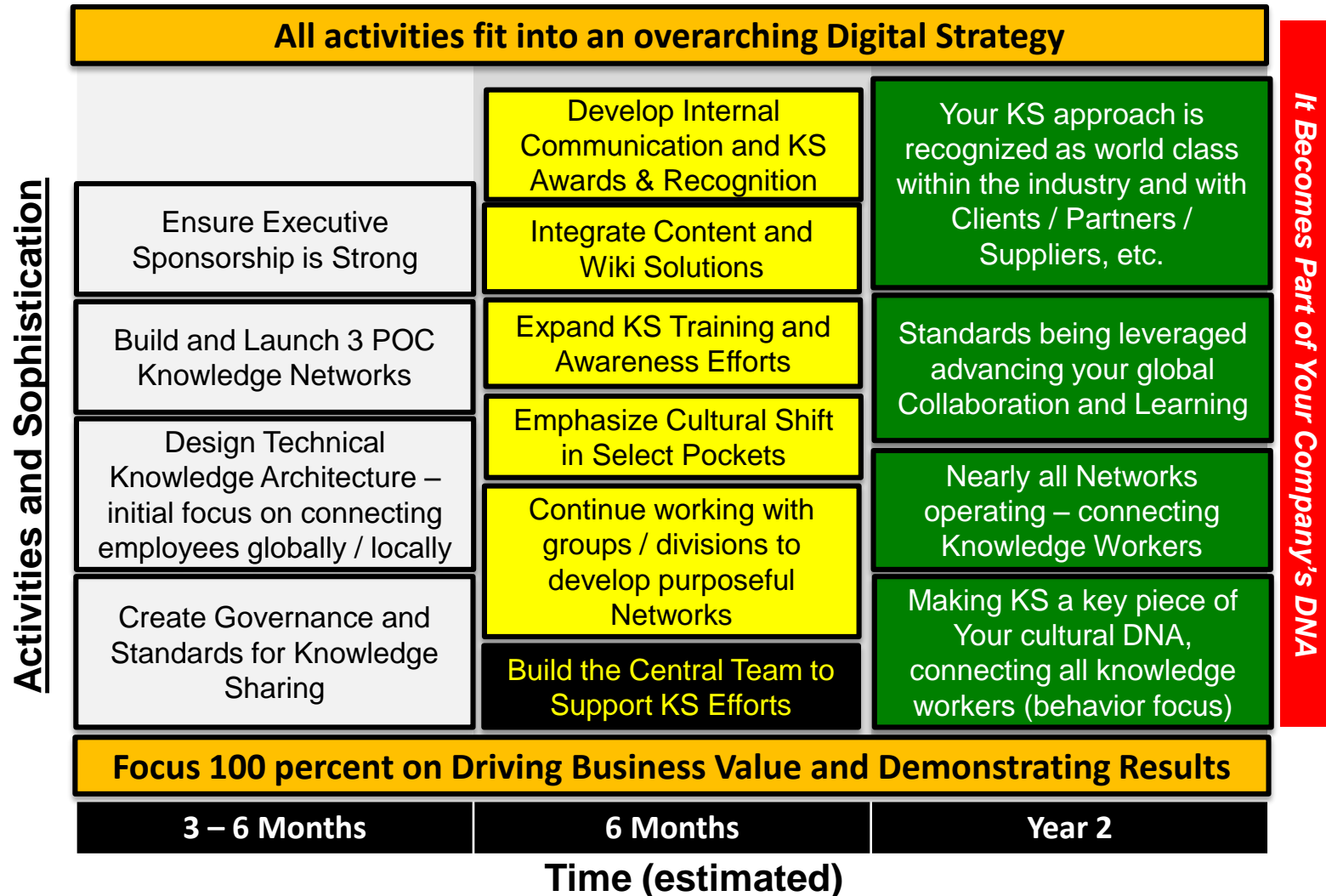
Summary

Typical KS Options Moving Forward

Options for any Company	Slogan	Support Required	Time Line	Likely Results / Value	Strategic Alignment
1. Continue with Status Quo Do nothing, continue with current solutions and governance frameworks	“Plow ahead”	<ul style="list-style-type: none"> Existing company resources 	<ul style="list-style-type: none"> Already Here 	<ul style="list-style-type: none"> Some Value Continued waste and redundancy 	<ul style="list-style-type: none"> Fuzzy / Unknown
2. Governance-only Improvements / Solution No new technology or major redesign. We try to use what we have in the most effective way possible	“Double Down”	<ul style="list-style-type: none"> Existing company resources Some consulting support and training 	<ul style="list-style-type: none"> Ongoing Journey (never ending) More of the same 	<ul style="list-style-type: none"> Slow progress Some isolated pockets of goodness Inconsistent results across the company 	<ul style="list-style-type: none"> Ad-hoc Not clearly defined for most groups
3. Technology-only Improvements / Solution Buy or build some new tools and role them out and hope people will use them effectively to add value	“Build it and they will come”	<ul style="list-style-type: none"> Existing IT and business resource support 	<ul style="list-style-type: none"> 12+ Months + Hard to define 	<ul style="list-style-type: none"> Unlikely Value Fracturing of audience to “yet another solution” Confusion for users 	<ul style="list-style-type: none"> Fuzzy / Unknown
4. Integrated Approach for both Governance & Technology - Leverage a proven and repeatable set of principles and patterns - Provide a world-class set of enablers - Promote a common vision, strategy and governance approach	“A New Way for Collaboration”	<ul style="list-style-type: none"> Existing company resources Experienced consulting support Eventual central KS team 	<ul style="list-style-type: none"> Focus on Knowledge Networks (re-refresh) <u>Company-wide build-out</u>: 2 – 3 Years to apply this model for other Groups / Divisions (but journey never ends) 	Improved: <ul style="list-style-type: none"> Governance drives measurable results Cross-group & division collaboration Consolidation of disparate approaches Stronger collaboration drives innovation 	<ul style="list-style-type: none"> Business-based, global alignment Easy to connect to overall business objectives

Accelerated, Standard Network / KS Approach

– the path to a Connected Enterprise and World Class KS



Thanks Again for the Opportunity!

Questions / Comments

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