Lessons Learned Project ()
This space will serve as a contained for learnings as this project progresses.

Emergent Learning Map™

Last Update: 14-Dec-2000 No: 1795, Draft

Conclusions

1. (MORRIS,16Jan01)
   ELMaps EL Maps are a great tool to start doing knowledge capture.
2. (MORRIS,16Jan01)
   There are lots of opportunities for use of EL maps in Sri's priorities.
3. (MORRIS,16Jan01)
   Other groups have floundered around with charter and mission, making them less effective.

Hypotheses

1. (MORRIS,16Jan01)
   Focus If we identify business performance issue where knowledge capture could make a real difference, the knowledge circle will be more likely to grow and sustain itself.
2. (HILL,16Jan01)
   Process Design It appears that most GPS processes are in the formulation stage. If we encorpate Knowledge capure into emerging processes, then knowledge capture becomes part of the process and not an overlay.
3. (MORRIS,16Jan01)
   Sales opportunities If we can identify the next "must-win" customer (from Kevin Bowyer), then we can teach them the ELM process.
4. (MORRIS,16Jan01)
   Where to start If we use Sri's priorities to determine where the KC process can create the most value quickly, the KC process will gain credibility.

Ground Truth

1. (HILL,16Jan01)
   Beginning In reviewing a sampling of existing processes such as TTM, I find little emphasis on capturing Lessons Learned. While some standard processes do have a space for LL, there is little focus on making this happen. Many lessons come from dialogue rather than documents and there are no "formalized" procudures for capture. Discussed the use of ELM on the Solutions Creation Process CONCALL
2. (HILL,16Jan01)
   GPS/GCCS Patty Pape is charing a GPS/GCCS integration team. This team requested information on how GPS is capturing Lessons Learned. The KM Team was requested to investigate/implement.
3. (HILL,16Jan01)
   Invitations were sent to a list of possible team members. The list contains the current KC members, functional primes from the GPS/GCCS integration team, the regions and some Nortel members (TTM. Ten out of 39 people have responded to the invitation.
4. (HILL,16Jan01)
   Employee Distraction GPS (Americas) is undergoing a restructuring and people are unsure of their future
5. (HILL,16Jan01)
   Charter The charter of the KC KC is to develop/leverage methods to capture knowledge in the GPS Value Chain.
6. (HILL,16Jan01)
   Getting Real Sri thinks our KM effort is too Academic and theoretical
7. (MORRIS,16Jan01)
   Sales Lessons Learned When there's a sales loss, sales teams tend to say "the account team didn't bring us in early enough". Not doing deeper analysis or capturing lessons learned that could be used in new campaigns.

Action Field

1. (HILL,16Jan01)
   Business Performance Get information from recent Business Performance Review
2. (HILL,16Jan01)
   Americas KM Status Participate in the Americas KM CONCALL
3. (HILL,16Jan01)
   Test Embedding K Capture in Processes Select TTM, MPM (Solutions Enginering, PMT) events to test and others as the starting points.
4. (MORRIS,16Jan01)
   Must-win customers Contact Elisa Goldrich to find out which "must-win" customer opportunities are coming up, and which "owners" of the opportunity might want help in capturing previous lessons learned.

Emergent Learning Maps   **Data as of: 2001-May-23 03:05 EST**

LX Offsite (MUEGGE)
Development of a successful Connect LX Offsite team meeting.

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Last Update: 15-Sep-2000 No: 1385, Draft

1. (MUEGGE,15Sep00)
   Poor Attendance due to offsite seen as not being a high priority item and lack of team commitment.

1. (MUEGGE,15Sep00)
   Focus and Fun Narrowing the focus of the offsite to a few key objectives will result in a higher probability of success.

Conclusions

Hypotheses

Ground Truth

Action Field

1. (MUEGGE,15Sep00)
   Agenda was taken over by assertive senior staff.
2. (MUEGGE,15Sep00)
   Poor Buy-in from some team members.
3. (MUEGGE,15Sep00)
   Poor attendence

1. (MUEGGE,15Sep00)
   Obtain buy-in from key team members
2. (MUEGGE,15Sep00)
   Agenda: Develop a clear and concise agenda
3. (MUEGGE,15Sep00)
   Respect time limits: Set a start and finish time for discussions and agenda items.
4. (MUEGGE,15Sep00)
   Pre-work: Ensure pre-work is completed and distributed prior to the meeting date; everyone should understand and take responsibility for their actions.
5. (MUEGGE,15Sep00)
   Casual Environment: To encourage innovation and free communication.

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Master track technical tutorial (DARLING)
What one thing would make the biggest difference in the first few days of kicking off a project?

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Last Update: 05-Apr-2001 No: 2478, Draft

Conclusions	Hypotheses
Ground Truth	**Action Field**

1. (CHYTIL, 05Apr01)
   Participants Participants were carefully selected to be part of the team
2. (EVERETT, 05Apr01)
   Core Team Core Team was identified and prepared for a full 2 day launch.
3. (CHYTIL, 05Apr01)
   Agenda A detailed agenda was published ahead of the meeting
4. (CHYTIL, 05Apr01)
   Pre-work materials Pre-work materials were sent out ahead of time
5. (CHYTIL, 05Apr01)
   Visible sponsorship Sponsors gave executive address at kick-off meeting
6. (CHYTIL, 05Apr01)
   Team Building Time was allocated for team building as part of the kick-off meeting
7. (ROSENBERG, 05Apr01)
   Improper Representation Some of the functional groups did not have a representative at the meeting
8. (LENAEUS, 05Apr01)
   Scope/expectations/deliverables were clearly defined and communicated.
9. Docs (TOOKE, 05Apr01)
   Good kickoff meeting A well prepared kickoff meeting with excellent participation and the complete focus of the participants really helps as a grounding point for the whole project.
10. (NEAL, 05Apr01)
    Executive sponsor was present at kick-off and clearly communicated goals/objectives/timeframes...including participant expectations with regards to committment to the project.

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PMT & E L Maps (HILL)
Framing Question: Would the Portfolio Management process be improved by applying collaborative decision-making techniques at major decision points throughout the GPS solutions value chain?

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Last Update: 24-Jan-2001 No: 1931, Draft

1. (Dmap) (HILL,24Jan01)
   More Candidates than Revew Capability Decisions are being made at the highest level possible.
2. (MORRIS,02Feb01)
   Leaky pipeline There is a leak in the pipeline which may be occuring at the regional practice level.
3. (LINDSAY,13Feb01)
   Global/Regional Practice Disconnect The Global and Regional Practices may not be collaborating on solutions development, which is required to achieve successful, go-to-market solutions.

1. (HILL,24Jan01)
   Qualification of If decision threshold levels were established, fewer solution creations would be pushed to the GPS Cabinet level for decision.
2. (MEDEIROS,31Jan01)
   If we test EL Maps at the Practice PMT level, then we can present the map to the GPS Cabinet PMT, which can use the info to better their PMT practice.
3. (MORRIS,02Feb01)
   PMT Maturity If the PMTs can understand what an effective PMT looks like, they would be motivated to set goals for improvement.
4. (MORRIS,02Feb01)
   LEaky pipeline If the global practice PMT process includes the regional practice primes, then the leak in the pipeline may close more.
5. (MORRIS,02Feb01)
   Timing After the strategy planning session Feb 6-7, the global practice leaders should have clear marching orders. If we can understand who's got the most urgent high visibility opportunity, then that might be a good place to start.

Conclusions

Hypotheses

Ground Truth

Action Field

1. (HILL,24Jan01)
   Large Pipeline The practices are creating more solutions than time allows to get through the GPS PMT process.
2. (HILL,24Jan01)
   Collaboration Tools Improve Peformance It has been demonstrated that using visualization tools such as E L Maps improves a team's ability to quickly arrive at high-quality decisions involving lots of people.
3. (MEDEIROS,31Jan01)
   US Army AARs are conducted in levels An AAR is conducted first at the field level, and then brought to the officers level. This way strategy is determined based on info brought up by the field.
4. (MEDEIROS,31Jan01)
   There is no Practice PMT The only PMT that exists currently is the GPS Cabinet, acting as PMT.
5. (MEDEIROS,31Jan01)
   PMT Decision Making Processes are new to the GPS Cabinet, that hasn't had the experience of trying and testing their decision making processes.
6. (MORRIS,02Feb01)
   Leaky pipeline Sales regions think there are 3-4 solutions to sell. Global practices think there are 38.
7. (HILL,02Feb01)
   Patty Pape Conversation Patty Pape agrees in the concept of working with the PMT to improve the decision making process and capture lessons learned. As a member of the cabinet and Executive Sponsor for the Knowledge Capture KC, Patty is a key member of the PMT/KC Social Networks.
8. (HILL,19Feb01)
   Value in Capturing Lessons Learned During the Feb cabinet meeting, the value of capturing repeatable lessons learned surfaced. Efforts are underway to use E L Maps with the TYCOM project to capture LL.
9. (HILL,15Mar01)
   Gaining Visibility Patty Pape has decided to present E L Maps to her direct reports.

1. (HILL,25Jan01)
   Baby Steps Pilot and baseline the knowledge capture process with one of the practices first.
2. (Docs) (HILL,25Jan01)
   Grounded Theory Establish a grounded theory for improving the PMT process. Observe several occurrences of the PMT at all organizational levels.
3. (MEDEIROS,31Jan01)
   PMT PipeLine schedule - does one exist?

10. (HILL,21Mar01)
    Orientation Today Ravi and I reveiwed EL Maps
11. (DURAN,21Mar01)
    ELM Training Today I received ELM Orientation.

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Preparing for my next Performance Review(MEDEIROS)

Last Update: 05-Jan-2001 No: 1809, Draft

1. (HILL,05Jan01)
   Very Informal Process It looks like the Nortel Culture promotes a non structured approach to PRs.
2. (MCKENZIE,05Jan01)
   Collective Feedback Feedback from team peers, project managers, team leads, etc. not always solicited for individuals involved on projects where the manager may not be able to fairly assess performance
3. (COSTOLO,05Jan01)
   Manager's are unavailable for review(This is all hypothetical and only for this map learning exercise) Those members responsible for conducting performance reviews are also engaged with customers and have deliverables that devour the time required to conduct reviews with employees. However, they are also responsible to conduct the reviews within a given timeframe. Therefore, in the absence of time to prepare for and conduct a review, and because of the requirement to provide the upwards reporting on individuals, how is the information that is being reported derived and if it is negative, how will the reviewee know?
4. (BROWN,05Jan01)
   Be Prepared Create a method to quickly capture performance.
5. (LEBLANC,05Jan01)
   Priorities my understanding is that I am accountable for my reviews... collecting information, making arrangements with my boss, etc. I really think I am slipping on this one!
6. (WITKOWICZ,05Jan01)
   We should not get hung up on semantics Conclusions or Impacts, either one works for me
7. (BLACK,05Jan01)
   Nortel needs to develop this processto be more efficient and effective.
8. (LEBLANC,05Jan01)
   Responsibility to Staff Need to ensure that direct reports understand their responsibility

1. (HILL,05Jan01)
   Personal Responsibility Given that the PR plays is a big factor in pay rases, individuals need to push for a fair and objective evaluation.
2. (RICHES,05Jan01)
   Schedule Meeting If I get my manager to agree to a specific date and time then he will be more willing to commit to it.
3. (MORRIS,05Jan01)
   Career Goals First If I have a clear career goal, then I will know what I want out of the conversation, and what kind of feedback would be most helpful to me.
4. (WITKOWICZ,05Jan01)
   Personal review & personal golas Personal review process offers good opportunity to review and set personal golas
5. (RICHES,05Jan01)
   Be Prepared If I create the agenda and run the review then I will have the opportunity to put my view of what I want to do.
6. (HOLLIDAY,05Jan01)
   Expectations Mutually defined expectations between my manager and myself should drive achievable objectives and stellar performances
7. (BLACK,05Jan01)
   If I plan & prepare for the next performance review, it will eliminate the last minute rush. And I can truly receive information to help me develop for the future.
8. (MCKENZIE,05Jan01)
   If individuals know their performance assessment is based on project team member feedback, performance reviews may viewed as a fairer assessment tool
9. (MCKENZIE,05Jan01)
   If team member appraisals of individuals' performance are the basis of performance reviews, team member behavior and contribution may be enhanced

Conclusions	Hypotheses
Ground Truth	**Action Field**

1. (HILL,05Jan01)
   New to Nortel I do not have any experience with the Nortel PR process so I would like to hear from others.
2. (MORRIS,05Jan01)
   Determine goals Wrote down what I wanted to get out of the conversation.
3. (COSTOLO,05Jan01)
   What's a performance review? If your manager is also on customer engagements, who's collecting any information to rate your performance on? I think performance and subsequent pay raises are determined using the "Dartboard" method.
4. (BLACK,05Jan01)
   The Performance Review seems to be conducted at the last minute, which makes it seem that it is not an important process (unless all you are concerned about is money, which Nortel seems to be good at following through with).
5. (HOLLIDAY,05Jan01)
   Performance is Subjective Sometimes the leaders goals and objectives may be in conflict with the client's goals and objectives.
6. (RICHES,05Jan01)
   My manager tells me to do what I tell hi I initiate my review with my manager and tell him what I'm doing and he signs off what I tell him to sign off.
7. (HILL,05Jan01)
   Self Eval The PR Culture that I've been in for past 8 years is that employees are expected to write there own eval and assign a numerical performance level.
8. (MORRIS,05Jan01)
   Give input to manager Figured out who I've worked with most closely, and who could give balanced feedback to my manager. Contacted them to see if they would provide him feedback.
9. (BLACK,05Jan01)
   If the Managers are not held responsible for perfromance reviews-- what is the driver for getting it done?
10. (WITKOWICZ,05Jan01)
    Performance review is important This stage determines your next salary level
11. (LEBLANC,05Jan01)
    Oops! Have to admit I haven't had a performance review in Nortel!
12. (BROWN,05Jan01)
    Be Prepared! There is always a mad scramble to re create the years events

1. (Linked to) (HILL,05Jan01) .
   Meet with Manager Schedule a meeting with my manager to discuss and understand Nortel's PR process.
2. (HOLLIDAY,05Jan01)
   Performance Criteria Determine tangible scope and criteria beyond project deliverables
3. (LEBLANC,05Jan01)
   Opportunity Need to create plan my next (first) performance review!
4. (LEBLANC,05Jan01)
   Action Ensure that direct reports know that they are responsible (review Priorities responsibilities with team)

Emergent Learning Maps   **Data as of: 2001-May-23 03:05 EST**

Process Training/RTP/4/17/01 (EVERETT)
What improvements can we make to the SI Process training to enhance learning

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—Last Update: 19-Apr-2001 No: 2665, Draft

1. (GAILAS,20Apr01)
   Course pre work Students attending the class should have completed the pre work on the TTM Tutorial
2. (GAILAS,20Apr01)
3. (EVERETT,20Apr01)
4. (EVERETT,20Apr01)
   Content flow Look at moving some of the exercises around for better flow, i.e., tools first then apply to process walk through.
5. (EVERETT,20Apr01)
   Course objectives Instructors may choose to animate/improve the verbal message around the objective: "explain behaviour and culture changes required for Nortel's success."
6. (GAILAS,20Apr01)
   Change Management Constant changes in materials are sending inconsistent messages to previous course attendees
7. (EVERETT,20Apr01)
   Tools/jobaids Participants indicated a need for more detailed description of tools, i.e., demo.

1. (EVERETT,20Apr01)
   TTM/SCM linkages If SI process owners follow up with registered students to emphasize that the pre-work is a mandate, then more participants will complete the TTM CBT pre-work.
2. (EVERETT,20Apr01)
   Course Objectives If instructors use behavioral & cultural examples/exercises required for Nortel's success, it will have a greater influnece on the mindset change requiraed of the participants.
3. (GAILAS,20Apr01)
   Change Management If a Change Management Review board was in tact, course revisions and updates could be communicated on an ongoing basis
4. (EVERETT,20Apr01)
   Tools/jobaids If we can provide a 'hands on' walk through of the tools (DFS, SAA) and the major jobaids, then the participants will be better equipped to immediately start using the tool/jobaid.
5. (GAILAS,20Apr01)
   Content Flow If the course content was restructered to introduce the tools / job aids in each SI phase students would have a better understanding of what the tool(s)/ job aid(s) do and how it is applied to each step within the SI phases

Conclusions

Hypotheses

Ground Truth

Action Field

1. (EVERETT,19Apr01)
   Content Flow Had to continually refer to things to be covered on day 2
2. (EVERETT,19Apr01)
   Training Content Workshop objectives about behaviors don't align with the content
3. (EVERETT,19Apr01)
   Activities Participants stated that activities reinforced learning
4. (EVERETT,19Apr01)
   Content Flow Do Tools modules first then apply to Process walk through
5. (EVERETT,19Apr01)
   Change Management Changes to Process are not being communicated to the client population
6. (EVERETT,19Apr01)
   Group Interaction Group Discussion was very helpful in explaining the Strategic Serviceability Attributes
7. (EVERETT,19Apr01)
   Course Content / Activities presentation & exercises stimulated interest and discussion which made the material easier to digest
8. (EVERETT,19Apr01)
   Leader Led Rolling training out as a CBT course will be a major challenge to keep students interest as opposed to having instructor led classes
9. (EVERETT,19Apr01)
   Class Pre work All students did not complete class pre work prior to coming to class
10. (EVERETT,19Apr01)
    Tools/Job Aids Participants would like to see actual directions using the Tools/Job Aids.
11. (EVERETT,20Apr01)
12. (EVERETT,20Apr01)
    Process Deliverables Deliverables in each phase should include who on the extended team is responsible for the deliverable to tie it all together

1. (EVERETT,20Apr01)
   TTM/SCM linkages Request that the regional logistics prime send a follow-up to remind participants about the pre-work 1 week prior to start of class and/or request feature for automation in the registration tool.
2. (EVERETT,20Apr01)
   Tools/jobaids Provide hands on directions/demo using the actual tools/jobaids, i.e., via meet-me-manage or net meeting.
3. (GAILAS,20Apr01)
   Course Content Flow Training PM to schedule meeting with extended team members for review of current course material
4. (EVERETT,20Apr01)
   Course Design Design activity/exercise around behavioral changes - influencing, collaboration, building trust - required for Nortel's sucess.
5. (EVERETT,20Apr01)
   Opportunity Ottawa 4/24-26 Richardson 5/1-3

deliverable to tie it all together

Emergent Learning Maps

Data as of: 2001-May-23 03:05 EST

Tycom (WITKOWICZ)
OSS End-To-End Integration solution for Tycom and similar projects identified number of common inconsistencies within GPS's approach to; selling, designing and delivering of E-T-E OSS solutions.

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Last Update: 12-Jan-2001 No: 1849, Draft

1. (COSTOLO,12Jan01)
Standardized Terminology We each bring different backgrounds to customer engagements therefore differing terminology, i.e., is OSS distinctly different from BSS or is BSS a component of OSS?
2. (HOLLIDAY,12Jan01)
Standard Dictionary Nortel solutions team need to publish a standard dictionary
3. (HOLLIDAY,12Jan01)
Pathfinder Orientation The Pathfinder orientation modules as presented doesn't seem to find a rapid application enviornment
4. (HOLLIDAY,12Jan01)
Project Plan We did not use a baseline project plan initially
5. (WITKOWICZ,12Jan01)
Process Design Value to GPS Sales In Reliance initiative, GPS sales does not see the value of process development & Pathfinder. This specific account team sees analysis & process design as impediment to process.
6. (COSTOLO,12Jan01)
Process Vs. Systems Engagement If the process and systems work are independent of each other, you are not really providing an integrated solution. If the systems development does not take in to consideration the actual work being facilitated by the processes, then how can we guarantee that the systems exist to automate/simplify the work. The process definition serves to flesh-out a more accurate picture of what will be asked of the systems. Without coordination with the systems development activities the processes cannot guarantee the the system will exist to actually facilitate the accomplishment of the work.
7. (COSTOLO,12Jan01)
Percieved Value of Pathfinder If Pathfinder is not used, how do we make sure we are taking the right approach to meet the customer's expectation, and if Pathfinder is not perceived to have the value (at the time of initial sale/scoping), what's the liklihood we will get the opportunity to start with the right approach with common understanding of the scope of the customer engagement?
8. (HOLLIDAY,12Jan01)
Process & Pathfinder Value to the quality of deliverable has not been defined. How can you tell the impact to Nortel or to the client when that data has not been quantified?
9. (HOLLIDAY,12Jan01)
Process vs. Systems It is distracting when the business processes are not given the appropriate priority in the they System and Software Development Cycle. Business Processes that define basic functionality provides the bases for evaluating the quality of the development and delivery. Putting the client in a position to wait for improvements costs time and money. Therefore life cycle management could drag on indefinately. It is conceivaable that clients would rather replace systems and applications than drag out improvements over years. Flow through provisioning is the industry's goal. Who will be the first to provide a workable end-to-end solution.

1. (WITKOWICZ,12Jan01)
Process Design & OSS Solution Take the extra steps to explain and educate GPS sales and the clients on why process based designed solutions will be more efficient.
2. (HOLLIDAY,16Jan01)
Contingencies If projects are not exactly alike then Pathfinder needs to be customizable so that the end products will look the same even if the clients have differing system maturity levels
3. (HOLLIDAY,16Jan01)
Pathfinder and Process If communication between the client and within the project causes the project definition not to be developed fully, then develop understandings that identify what motivates us. Pathfinder must actually be apart of knowledge transfer so that the client can make informed decisions. Therefore our delivery of pathfinder should not necessarily be academic or theory, it should be delivered in a way that supports and creates the right model so that the client can make the most beneficial decision for their business.
4. (HOLLIDAY,16Jan01)
Project Plan If a statement of work has not been signed then a preliminary or basic project plan may be more appropriate than a project plan that is inadequately scoped.

Conclusions

Hypotheses

Ground Truth

Action Field

1. (WITKOWICZ,12Jan01)
   OSS/BSS Selection GPS is proposing OSS/BSS solutions before Pathfinder & Realization work is done. This is not following the Pathfinder / Realization methodology.
2. (HOLLIDAY,12Jan01)
   Pathfinder Pathfinder takes several weeks and months to prepare and deliver prior to the bid
3. (HOLLIDAY,12Jan01)
   Pathfinder project plan Project plan according to pathfinder is due before a SOW
4. (COSTOLO,12Jan01)
   Consultant Indoctrination/Orientation The 80/20 rule applies - you spend 80% of your effort trying to get / keep the team on the same page leaving 20% available for actual work.
5. (WITKOWICZ,12Jan01)
   OSS/BSS Meaning I have heard different teams describe OSS and BSS in different way.
6. (COSTOLO,12Jan01)
   Process Vs. Systems Engagement The process work typically lags the systems development or they are developed independent of each other.
7. (HOLLIDAY,12Jan01)
   Terminology Terminology is used that may be inconsistent across the industry
8. (HOLLIDAY,12Jan01)
   Work Effort The quality of the 20% work effort is jeopardized when 80% of the time is spent on trying to work together rather than planning.
9. (HOLLIDAY,12Jan01)
   OSS/BSS I make the assupmtion that BSS business support systems were a subset of the operations support systems.
10. (WITKOWICZ,12Jan01)
    Pathfinder Prior to Bid Because Pathfinder takes weeks and months to complete, it is not done prior to an OSS/BSS bid.
11. (HOLLIDAY,12Jan01)
    Process Development Process Development when it lags behind system development causes the delivery to be at risk when detailed processes have not been fully developed.

1. (HOLLIDAY,12Jan01)
   Feedback to Pathfinder Work with the Pathfinder developers to work out a customizable delivery to the client without violating the intent and purpose of the tool.
2. (HOLLIDAY,12Jan01)
   Project Plan Research or create a baseline project plan that can be customized according to each client engagement.
3. (WITKOWICZ,12Jan01)
   OSS/BSS Definition & Understanding On evry next engagement and/or discussion, clarify common understanding of the OSS/BSS understanding.
4. (HOLLIDAY,12Jan01)
   Documentation Develop documentation that will support education internal and external to the planning and execution of an OSS Integration. The documentation should show linkages and dependencies so that we prove its relevance.
5. (HOLLIDAY,12Jan01)
   Dollar Amount I recommend a costing analysis be performed that will determine how much it costs to implement projects that have to be constantly reworked to meet client expectations. The other scenario is to estimate the value to Nortel to be the first to achieve an OSS integrated end-to-end solution with a best in class implementation model.

Emergent Learning Maps   **Data as of: 2001-May-23 03:05 EST**

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JobDOTs Lessons Learned (Documentation)(MEDEIROS)

Last Update: 21-Jun-2000 No: 1120, Draft

1. (MEDEIROS,22Jun00)
   Time pressure drove implementation without regard to adequate testing
2. (MEDEIROS,22Jun00)
   Too much on people's plates, so stakeholders were pulled in too many directions at one time (reorgs, outsourcing, etc.)
3. (MEDEIROS,22Jun00)
   Lack of common processes (with Wireless and Enterprise for example)
4. (MEDEIROS,22Jun00)
   Skill sets were missing especially in the analytical and process development areas. People in those roles were not fully trained.
5. (MEDEIROS,22Jun00)
   Not enough emphasis on process before the technology was developed
6. (MEDEIROS,22Jun00)
   HardWare (HW) support issues Issues existed with hardware support included 1- overextended and/or non-local resources and 2- funding and 3- complexity of code.
7. (MEDEIROS,22Jun00)
   Overall- there was a lack of communication with development team
8. (MEDEIROS,22Jun00)
   Due to firefighting activities there was no time for training
9. (MEDEIROS,22Jun00)
   System was so complex that team was unable to perform end to end testing in a test environment
10. (MEDEIROS,22Jun00)
    Risk factors were not acknowledged
11. (MEDEIROS,22Jun00)
    Changing of requirements was not embedded into a process, nor were change impacts documented
12. (MEDEIROS,22Jun00)
    Knowledgeable resources were not available during planning
13. (MEDEIROS,22Jun00)
    Knowledgeable resources did not sanitize the infrastructure until the application was in production
14. (MEDEIROS,22Jun00)
    People said it was ready when it wasn't
15. (MEDEIROS,22Jun00)
    Culture is reluctant to give bad news
16. (MEDEIROS,22Jun00)
    Mgmt emphais is more on dates than on the life cycle process
17. (MEDEIROS,22Jun00)
    Poor initial set up and configuration
18. (MEDEIROS,22Jun00)
    Team was unstable due to constant changes in membership

1. (MEDEIROS,22Jun00)
   see below in Action Field All hypotheses are joined to a specific Business Decision Point meeting

Conclusions

Ground Truth

Hypotheses

Action Field

1. (MEDEIROS,21Jun00)
   HW- if transfer to Proc.Serv. thenapplication will be restructured to comply with Processing Services standards
2. (MEDEIROS,21Jun00)
   Core vs. New Technologies (CvsN) - Purchased WebLogics Application server to support enterprise java beans architecture.
3. (MEDEIROS,21Jun00)
   CvsN - Lack of know-how Very few internal resources have knowledge on this server. We are still having problems with the server, which continues to be fixed by internal resources, along with assistance from vendor.
4. (MEDEIROS,21Jun00)
   CvsN- IS couldn't support new technologyIS said they had no resources to support the application server, and suggested that resources be found within the dept. The dept. decided on and purchased a longer term technology solution under the assumption that DOT 6.0 would be in place and offer enhanced capabilities over time. DOT 6.0 was cancelled. Consequently, the dept. is left with an applcation server and without the expertise really needed. Currently some contractors are learning more about the technology in "learn by doing" fashion.
5. (MEDEIROS,21Jun00)
   Resource Churn (RC)- There is tremendouschurn due to high turnover and reorganization of RFTs, contractors, managers.
6. (MEDEIROS,21Jun00)
   RC - Contractors who knew how to runthe new technology, WebLogics, knew neither the existing JobDOTS application, nor Nortel business, so a lot of time was required to ramp them up,
7. (MEDEIROS,21Jun00)
   RC - People were brought in midstream tofinish the development of JobDOTs, as well as deal with unresolved issues, but needed first to understand the databases, data models, GUI, and various processes.
8. (MEDEIROS,21Jun00)
   Process (P) - process was impacted bydivestiture and realignment of client's organization. For example, there was lack of consistency in the proposed action to pair every order with a 901. Since the decision, coding had been modified to accomodate the "pair process." Only after the coding efforts was the realization that 901s were not being attached. The scope of how this unattained process was very difficult to define.
9. (MEDEIROS,22Jun00)
   HW- currently owned by Regional Services
10. (MEDEIROS,22Jun00)
    Strategy BDP - Key stakeholders changedin mid project
11. (MEDEIROS,22Jun00)
    Strategy BDP- Decision to usecontractors instead of RFTs
12. (MEDEIROS,22Jun00)
    Strat BDP- Lack of dedicatedbusiness SMEs and decision makers
13. (MEDEIROS,22Jun00)
    Strat BDP- initial project scope too bigto begin with
14. (MEDEIROS,22Jun00)
    Strat BDP- complex processes existedin the project that were not defined
15. (MEDEIROS,22Jun00)
    Biz BDP- Installation documentation waslate
16. (MEDEIROS,22Jun00)
    Strat BDP- Team resources wereinadequate from the very beginning of the project
17. (MEDEIROS,22Jun00)
    Scope Creep
18. (MEDEIROS,22Jun00)
    Market BDP- Inaccurate softwaredevelopment estimates were made
19. (MEDEIROS,22Jun00)
    Biz BDP Process issues existed

1. (MEDEIROS,21Jun00)
   Decommisioning of DOTS 4.0
2. (MEDEIROS,22Jun00)
   Strat BDP - Pay greater attention to the skills that both the Business and IS Project Managers are bringing to the table, to ensure they can meet the requirements of the project. (DY)
3. (MEDEIROS,22Jun00)
   Overall - call *out of bounds* withoutfear of retribution (BMC)
4. (MEDEIROS,22Jun00)
   Strat BDP Consider providers for Phase2, Gilmore (DY)
5. (MEDEIROS,22Jun00)
   Biz BDP Create smaller delivery chunks if risk to the customer is high, even if it costs more (CP)
6. (MEDEIROS,22Jun00)
   Before Strat BDP Incent major teams in a major way at the beginning of the project (BMC)
7. (MEDEIROS,22Jun00)
   Strat BDP- locate qualified processpeople for the project (DY)
8. (MEDEIROS,22Jun00)
   Mrkt BDP- Use existing web requirementstemplate (Calibre, Rationale, etc.) (DM)
9. (MEDEIROS,22Jun00)
   Mkt BDP- Hire professionalsoftware testing company to create, plan, and manage testing
10. (MEDEIROS,22Jun00)
    Strat BDP- Have a backup manual process(CP)
11. (MEDEIROS,22Jun00)
    Biz BDP- ensure system support teamsare identified and support structure in place (MP)
12. (MEDEIROS,22Jun00)
    Strat BDP - in the event of anotherreorg/repat, ensure that some IS folks stay with the business unit and do not go away (DY)
13. (MEDEIROS,22Jun00)
    Strat BDP- Include groups responsiblefor supporting the hardware are involved in up front planning (MP)
14. (MEDEIROS,22Jun00)
    Channel BDP- esnure the requirementsprovided are functional in the system before system implementation (MP)
15. (MEDEIROS,22Jun00)
    Channel BDP- have a full biz test ofboth system and process prior to load.
16. (MEDEIROS,22Jun00)
    Before Strat BDP - decide on a development strategy and choose either a fixed cost model (a long detailed up front strategy) or an iterative development model with phased percentage development, to be reviewed at each BDP meeting

20. (MEDEIROS,22Jun00)
    Biz BDP - User training was offeredwhen people were
    under duress of the outsourcing activities.
21. (MEDEIROS,22Jun00)
    Biz BDP- Hardware failed once system wasin production
22. (MEDEIROS,22Jun00)
    Biz BDP- Testing was not done and/ordone inadequately
23. (MEDEIROS,22Jun00)
    Biz BDP- Network failures on multipleoccasions for
    several different reasons
24. (MEDEIROS,22Jun00)
    Biz BDP- contract resources wereput into strategic
    positions
25. (MEDEIROS,22Jun00)
    Biz BDP- No end to end system testing
26. (MEDEIROS,22Jun00)
    Overall- resource changes broughtstress and knowledge
    loss on a continuous basis
27. (MEDEIROS,22Jun00)
    Biz BDP- Many problems foundafter production
    implementation
28. (MEDEIROS,22Jun00)
    Customer BDP- Project was late
29. (MEDEIROS,22Jun00)
    Customer BDP- System down
30. (MEDEIROS,22Jun00)
    Customer BDP- Missed deadlines
31. (MEDEIROS,22Jun00)
    Customer BDP- Project was not readywhen put into
    production
32. (MEDEIROS,22Jun00)
    Customer BDP- Software bugsafter production
33. (MEDEIROS,22Jun00)
    Strat BDP considering transferring DOTS application to
    Processing Services
34. (MEDEIROS,22Jun00)
    Strat BDP- Options yet undecidedas to whether IS should
    own it or keep it in the Business Unit
35. (MEDEIROS,22Jun00)
    Biz BDP - Process team wasgiven new assignments in
    middle of project
36. (MEDEIROS,22Jun00)
    Strat BDP- Gilmore divestiturecreated an imposed, and
    rushed, cut off date
37. (MEDEIROS,22Jun00)
    Warning signs of problems coming upwere ignored
38. (MEDEIROS,22Jun00)
    Biz BDP- People said *ready* when it wasn't
39. (MEDEIROS,22Jun00)
    Customer BDP-Software changes were madeon the fly to
    accomodate new and/or modified processes

Introducing Emergent Learning Maps(STELMOCK)
How can ELMs be introduced and utlized quickly and effectively within a community to capture
learnings.

Emergent
Learning Map™

Last Update: 21-Nov-2000 No: 1465, Draft

1. Linked to (STELMOCK,21Nov00)
Simple Tool Capturing the information is easy and can be done by anyone with a brief introduction to the tool. Formal, in depth training not required.

1. (STELMOCK,21Nov00)
Simple Tool If everyone on the team had access to the tool they would be able to capture, document experience and knowledge with very little overhead to the projects.

Conclusions

Hypotheses

Ground Truth

Action Field

1. (STELMOCK,21Nov00)
Simple Tool The concept is simple and the Web tool easy to use to capture information.
2. (STELMOCK,21Nov00)
Next Item This is the next ground truth. It appears the sequence number must be added manually.
3. Dmap (BLACK,21Nov00)
How effetive is it? How do we get people to use the ELM?

1. (STELMOCK,21Nov00)
Simple Tool As part of Beta Trial, introduce ELM as part of the Post Project Review, to capture experience for considerationin evolution of the workbooks.

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Emergent
Learning Map™

Last Update: 13-Sep-2000 No: 1332, Draft

1. (DRIVER,13Sep00)
   Fall back on technology focus SIPS is falling back to focus on its strength (technology) only.
2. (DRIVER,13Sep00)
   Need to focus on people In order to manage its attrition, SIPS needs to continue its focus on people, process and customer.
3. (DRIVER,13Sep00)
   SIPS Identity SIPS needed to develop an identity for itself in order to stem the attrition

1. (PAGE,13Sep00)
   SDLI Principle of wants vs Needs Pushing client to slow down to address SIPs need versus client "want" to move ahead w/ workshops as scheduled will show longer term value
2. (PAGE,13Sep00)
   Intervention needed Without intervention, SIPs operating plan will not be aligned with the vision & values established in all focus areas (People, Process, Customer, Tech)
3. (PAGE,13Sep00)
   Adjusting Original Leadership Sys. Plans Slow down client organization to align the upcoming Operating Plan with the values and vision in all areas (People, Process, Customer & Technology) they've established will enable them to see higher return from their Leadership System work

Conclusions

Hypotheses

Ground Truth

Action Field

1. (PAGE,13Sep00)
   Annual Operating Plan SIPs organization Annual Operating Plan needs to be done
2. (DRIVER,13Sep00)
   SIPS attrition SIPS attrition was running at an annualized rate of 50% during January and February of 2000.
3. (DRIVER,13Sep00)
   Vision and values SIPS organization has developed and is socializing a set of values and visions in the areas of: technology, people, process and customers
4. (DRIVER,13Sep00)
   Strategic Actions not clear SIPS organization has done some preliminary thinking on strategic actions to move towards their vision and values
5. (DRIVER,13Sep00)
   Fall back on technology focus As deadlines for next year's operating plan nears, SIPS is limiting its focus to strategic actions in the technology area
6. (DRIVER,13Sep00)
   Attrition rate dropped SIPS attrition rate has dropped dramatically, in part due to the energy and focus on developing vision and values for its people

1. (DRIVER,13Sep00)
   Objective Alignment workshop SIPS organization has its next leadership development workshop focussed on objective alignment in wk38. The previous workshops have focussed on vision, values, current reality and strategic actions.

Attrition (MUEGGE)

1. (MUEGGE,15Sep00)
   Attrition is high due to low commitment
2. (MUEGGE,15Sep00)
   Schedule slipage is de-motivating to the team.

Conclusions

1. (MUEGGE,15Sep00)
   Growth will create positive momentum that will create opportunities and retain staff.

Hypotheses

Ground Truth

1. (MUEGGE,15Sep00)
   Schedule slip Team must deliver the product within narrow market window. Timing is critical. If the project does not meet schedule targets, we will lose significant market share.

Action Field

1. (MUEGGE,15Sep00)
   Interviews Exiting staff and existing team.
2. (MUEGGE,15Sep00)
   Analysis Look for patterns in interview results. Compile lists of common issues.
3. (MUEGGE,15Sep00)
   Word of Mount Recruitment Encourage existing team to refer candidates.
4. (MUEGGE,15Sep00)
   Rentention Incentives Make it attractive for key staff to stay.

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Buy in for an Emergent Learning Practice(MEDEIROS)
How do we get buy in from our decision makers to implement an emergent learning practice within our business practice?

Emergent
Learning Map™

Last Update: 02-Mar-2001 No: 1410, Draft

1. (MEDEIROS,01Nov00)
Planning is happening better than implementation.
2. (MEDEIROS,01Nov00)
We get busy. Fixing stuff on an old project is less important than paying attention to the new project at hand.
3. (MEDEIROS,01Nov00)
TTM may be making it worse rather than better, because the focus is getting to the new project.
4. (MEDEIROS,01Nov00)
Designers pay more attention to seeing what we can do better. Managers often manage them not to work on something forever.
5. (MEDEIROS,01Nov00)
Doing more in stealth mode, so that AFs and GTs are done between the lines. Getting them to look at a practice and how to improve it rather than selling them the tool.
6. (MEDEIROS,01Nov00)
If their follow thru is poor and insufficient, then their motivation to do it is weak. and vice versa is true.
7. (MEDEIROS,01Nov00)
Given people have overfull plates, the stealth mode often works better.
8. (MEDEIROS,01Nov00)
Difference in using stealth modes. Stealth may be good for an ongoing situation, whereas when a group is suffering from a clear and present danger, then a more direct approach can happen more effectively.
9. (MEDEIROS,01Nov00)
pursuant to Karen's GTs Body of knowledge is missing Articulation of assumptions is missing
10. (MEDEIROS,01Nov00)
We tend to see learning as individual. There's nothing that stands for the group.
11. (DRIVER,01Nov00)
WIIFM Overly-complex learning methods cause people to loose sight of the big picture (i.e. learning) and ask What's in it for me?

1. (DARLING,01Nov00)
Set up a "stealth" sub-practice If I can work individually with one or more SoL Council members to prepare them to intervene in the non-AAR conversations they are having to draw some lines and "ground" the discussion, they may be able to truly integrate a reflective practice, rather than isolating it as the "learning" piece of what they do.
2. (MEDEIROS,01Nov00)
If I discuss the idea that learning may be happening for individuals, but it's the collective intelligence that can create greater results in ensuing acquisitions, AND come at the engagement from the perspective of Planning > Reflection, then I might spark the key players into trying this out.
3. (DIOSY,01Nov00)
If coaching check in session occurring - Then capture the 'best practices' from the coaches to use by existing and future coaches
4. (DRIVER,01Nov00)
Map learnings to planning If we could adopt an emergent learnings style to our PPA (e.g. mapping learnings to planning), we would be more effective at turning our learnings into real practice
5. (MEDEIROS,01Nov00)
If I slow down to find that biggest gap between vision and pain, and focus the practice there, then buy in will be both available and up front and will increase as practical results appear.
6. (MEDEIROS,01Nov00)
Top Talent Review Will the JAR review highlight the importance of Top Talent reviews at all levels of GO? Will mandating quarterly review for each VP via the business partner help ingrain this into our culture?
7. (MEDEIROS,01Nov00)
Workforce Planning Will dictating a specific headcount for all of GO by quarter force groups to complete their projections templates more diligently?
8. (MEDEIROS,01Nov00)
If time is an issue, partner with them through the whole gamut so that they can see what EL practice really can do. i.e. Oh! this is what you meant!

Conclusions   **Hypotheses**

Ground Truth   **Action Field**

1. (DARLING,01Nov00)
Meeting with Agilent The lightbulb went off with my prospective client when I talked about framing the work as planning, not reflection.
2. (MEDEIROS,01Nov00)
No response from M&A Staff outside of having mentioned their interest in capturing learnings from previous acquisitions.
3. (DRIVER,01Nov00)
PPA actions not completed Previous PPA sessions have generated several actions that have not been followed through to completion
4. (HEDLEY,01Nov00)
Top Talent Review Leaders have not previously been required to learn an individual's value proposition in order to offer an individualised employemnt package.
5. (DARLING,01Nov00)
Seen as too complex SoL corporate members have tried a lot of variants on reflection processes and assess them as taking too long and being frustrated that they don't result in learning in their client systems.
6. (HEDLEY,01Nov00)
Workforce Planning Not all groups withing GO have been diligent in completing their monthly projection templates. Either the actual headcount profjections and/or the types of people they hope to bring in the door!
7. (DRIVER,01Nov00)
PPA learnings not shared across groups Other groups are oblivious to the learnings from a given group's PPA
8. (MEDEIROS,01Nov00)
KC leaders mentioned very curious about the value of using Knowledge Circles as opposed to working in the traditional way.
9. (DIOSY,01Nov00)
Coaches/Check in - The facilitators are meeting with the coaches 4 times through out the program.
10. (DARLING,01Nov00)
Learning and Dev. Off-site Existing action/reflection practice. Leader has compelling vision, but doesn't know how to implement. The company is doing extremely well. Constant re-orgs. Highest turnover in industry. Offsite will mark clear moment of stepping into the leader role by the leader.
11. (MEDEIROS,01Nov00)
Power Construction Existing practice is gaining acceptance slowly, including quarterly professional conferences. Has been done internally, but now results are being presented to spread visibility and credibility of practice. Indicators and measures are not tracked in real time, but at long periods of time. Company is having difficulty reconciling their desire for a high volume of projects and staffing their practice. The champion is concerned with rocking the boat, and is focusing on short term wins.
12. (DRIVER,01Nov00)
Hard to remember It's often hard to remember critical information from the early phases of a project when performing a PPA at the end of a project
13. (MEDEIROS,01Nov00)
The study of the Army's AAR was waved around with a reverential tone to the SOL, which gave Signet the credibility. And people are coming to give it a try.
14. (DARLING,01Nov00)
Army study was well received Corporations that are members of SoL have heard from a well-regarded third party (a U.S. Army Colonel) that our study is solid. After that, we were able to talk about it directly.

1. (DARLING,01Nov00)
Soc. for Org. Learning Setting up a practice for our corporate members. Meeting on Dec. 4-5.
2. (HEDLEY,01Nov00)
Top Talent JAR Review Upcoming Talent Review wtih John Roth. This is our chance to highlight our benchstrength and this will be our first time through.
3. (DRIVER,01Nov00)
Resurrection of PostPhase Analysis Kick-off / planning meeting for first PPA session
4. (HEDLEY,01Nov00)
Workforce Planning Currently this is a monthly process which was new to GO in the 2nd half of 2000. I hope to improve upon the process once we move into Q1, 2001 because it definitely needs perfecting!!
5. (MEDEIROS,01Nov00)
GPS Acquisitions from Dimensions to to Sargon. Would like to engage, get buy in, and apply EL Maps in Nov./Dec. timeframe.
6. (MEDEIROS,01Nov00)
a Knowledge Circle *out of back pocket tool* for knowledge circles faced with a particular challenge they want to learn from, I'd like to offer this as their means to success (ongoing KC development / test one by end of year)
7. (DARLING,01Nov00)
Learning and Dev. Off-site planning Charles: Planning for offsite Nov. 16-17.
8. (MEDEIROS,01Nov00)
Power Construction Co. Lessons Learned workshops. Ongoing. Opportunity = next level to track indicators and measures over time.
9. (DIOSY,01Nov00)
Feb 2001 HPM Program Improving the value received by the participants and in turn Nortel's ROI

     Emergent Learning Maps   **Data as of: 2001-May-23 03:05 EST**

Map by D Morris for 3-7 (MORRIS)
Using an EL Map with Talent Strategists

Emergent | Learning Map™

Last Update: 06-Mar-2001 No: 2006, Draft

1. (MORRIS,06Mar01)
   Capability Gap The talent strategist network members span a continuum in skills. Some will like this way of working and some will find it very difficult.
2. (MORRIS,06Mar01)
   There are things I'm learning about what works and doesn't work in doing "organic" deployment. Therefore there is a learning process that happens.
3. (MORRIS,06Mar01)
   Multiple Birds By learning how to work from the perspective of improving business performance on THIS program, talent strategists will be more likely to use the same approach in other talent strategy work, and increase their value to the company.
4. (MORRIS,06Mar01)
   EL Maps an answer Because it's a specific learning practice around a compelling topic with no one right answer, EL map seems like a perfect process and capture methodology to use if I can get the idea of a learning community started.

Conclusions

1. (MORRIS,06Mar01)
   Start Learning Early If I can start a learning discipline with talent strategists who are ready and willing now, then by the time they NEED to be deploying these tools, we will be smarter and they won't have to repeat my lessons learned.
2. (MORRIS,07Mar01)
   If talent strategists don't understand their role, then they have a hard time knowing which meetings are important for them to attend and which don't. So I need to test whether they see themselves operating in the way that we believe they could operate.

Hypotheses

Ground Truth

1. (MORRIS,06Mar01)
   Leadership Program There is an intent to use talent strategists as a "channel to market" to trial tools developed by the corporate leadership architecture group.
2. (MORRIS,06Mar01)
   Deployment Habits Typically an HR program gets packaged up, there is a training session, and then business unit HR people drive the implementation of the program into the business unit.
3. (MORRIS,06Mar01)
   Organic Deployment The leadership work so far is being tested and deployed "organically." You find the point of pain in the business where a change in structure or roles has to happen anyway, and then leverage the opportunity to introduce the new tools.
4. (MORRIS,06Mar01)
   Gatekeeper The talent strategists are overwhelmed with too many meeting requests from too many sources, so my initial request to get a learning community started on this topic was refused.

Action Field

1. (MORRIS,07Mar01)
   First Talent Strategist learning community call of 1.5 hours next week.

How to inc. membership with right people(CHRISTOPHER)
Given the establishment of people, process and strategy for nurturing Communities of Practices which look to improve implementation of TTM across the company, the Core Learning Strategy team is working towards making sure the right people are in the right forum - which is how we can create the best infrastructure for a TTM Learning and Acting Strategy. This Emergent Learning Map will help us get there.

Emergent Learning Map™

Last Update: 21-Mar-2000 No: 6, Draft

1. (Dmap) (CHRISTOPHER,13Mar00)
   Business Focused Communities of practice help drive business priorities by allowing groups to dialog and advance knowledge in key business areas.
2. (CHRISTOPHER,13Mar00)
   Birds of a feather... "If you think you belong then you belong" VS Explicit invitation based on exact role. There are 2 ends of the membership continuum.
3. (CHRISTOPHER,13Mar00)
   Membership is important It seems that membership (i.e. who attends) is important and should be an area of focus)
4. (CHRISTOPHER,13Mar00)
   Segmentation of population We have segmented the population by topics, we are now seeing a need to segment the population between those heavily involved in the work versus those with a passing interest.
5. (CHRISTOPHER,13Mar00)
   Needs the A knowledge sharing culture would be a powerful enabler and catalyst to CoPs.
6. (CHRISTOPHER,13Mar00)
   Undefined audience needs We need to better understand our audience. What do they need from us? (What is the carrot to get them to participate willingly and to feel we are adding value?)
7. (CHRISTOPHER,13Mar00)
   Attributes to success how managers support sharing, cultural norms (learning what is accepted), Rewards & Recognition, knowing the WIIFM, knowing the clear impact to the company
8. (CHRISTOPHER,13Mar00)
   Link to Local Non-Virtual Communities To increase member ship, provide linkage to local face-to-face-communities of practice
9. (CHRISTOPHER,13Mar00)
   Need to enforce sharing/participating
10. (CHRISTOPHER,13Mar00)

1. (CHRISTOPHER,13Mar00)
   Still need a big group call If there is a periodic call for the overall TTM community (i.e. led by Tim D. in his new role), we can establish an direction and unity of purpose for the ovall initiative (i.e. we will be able to see the forest as well as the trees)
2. (CHRISTOPHER,13Mar00)
   Past BU Council participation There may be something in the old BU Council participation successes that we can learn from now.
3. (CHRISTOPHER,13Mar00)
   Targeted Membership Given the conclusions, if we utilize the TTm business owners to idetify who the key players are, we can engage the "Right" people in the CoPs and take them to the next level.
4. (CHRISTOPHER,13Mar00)
   "Bigger Whole" These activities need to be tied into a bigger context featuring face-to-face conferences, top leadership's involvement, other activities.
5. (CHRISTOPHER,13Mar00)
   Value of feedback There is value in feedback from forum/Council participants. What worked? What didn't? Why?
6. (Docs) (CHRISTOPHER,13Mar00)
   Knowledge Management Culture If Nortel Networks were to truly embrace a knowledge management / learning culture, we would be able to leverage the CoPs to their fullest extent.

Conclusions	**Hypotheses**
Ground Truth	**Action Field**

1. (CHRISTOPHER,13Mar00)
   Shared Learning Communities of practice enable shared learning. In an early forum, people got together after the session and shared solutions. This morning, TTM 911 resulted in 3 answers.
2. (CHRISTOPHER,13Mar00)
   Focused learning Communities of Practice focus learning by creating a community around a topic/ space that is definable and can be impacted. In the beginning of Forums development, Key decision makers met and the subject was too broad. Topics helped bring focus to discussion, know what's being shared, and who should attend.
3. (CHRISTOPHER,13Mar00)
   M&A has "phased" their membership MAD-NESS had a deliberate approach in starting their membership, e.g., core "founders", then active practioners, then new practitioners, then newbies
4. (CHRISTOPHER,13Mar00)
   Got referrals from another Community Attended a KM CoP session, where participants referred me to actual LL CoOrdinators who could definitely benefit from joining the LL CoOrdinators forum.
5. (CHRISTOPHER,13Mar00)
   Forums were an outcome the BU Council The forums came about as a result of a migration from the old BU Council, which was becoming very large and impersonal. BU Councils were, however, very well attended. We received over 50 call-ins per Council. This is not to imply Louis isn't doing a fabulous job, but these forums use narrower criteria. I'm just wondering why those Councils were so well attended--maybe we can pick up something from that experience. I can't say what that would be! Both number and and quality of session were high
6. (CHRISTOPHER,13Mar00)
   Membership may die without coordination M&A, as any CoP, could see its membership wither away if they simply rely on the data retreival capabilities of the site. A member needs to play the role of keeping the community alive and together.
7. (CHRISTOPHER,13Mar00)
   Line reps complained they have no time From the JAZZ session, we learned that line reps don't have the time to commit. They said "Don't come to us for help, but we don't have time."

1. (CHRISTOPHER,13Mar00)
   Weekly TTM Learning Strategy Reviews These meetings could help us as a team review hypotheses we've tested, and brainstorm (based on what's worked and what's not) other hypotheses to try in future action fields.
2. (CHRISTOPHER,13Mar00)
   Pick brains Use the existing forums--or personal networks--to pick the brains of those who participated in the old Councils. What feelings do they have? How would they stimulate interest? (Seems that they might be able to say more than us.)
3. (CHRISTOPHER,13Mar00)
   TTM I&I IPT Leadership from the IPT is definitevely an enabler: downstrean (for the TTM community) and upstream (Nortel leadership being sensitized to the value of sharing and collaboration)
4. (CHRISTOPHER,13Mar00)
   KM CoP TeleCall March 22nd'00
5. (CHRISTOPHER,13Mar00)
   CMA meets with Tim 3/16/00
6. (CHRISTOPHER,13Mar00)
   TTM I&I IPT: Global TTM Conference How about a face-to-face 2.5 day global TTM conference where participants would be invited based on the specific role they play in TTM: ttm coordinators, core team leaders, PMT members, functional managers,etc. This would send a strong and clear signal about our corporate determination, it would help communicate a clear message to all involved, it would foster the participation of ALL the RIGHT people in the various CoPs. - Louis
7. (CHRISTOPHER,13Mar00)
   TTM I&I IPT: New type of Dashboard Need to implement Terry Curtis' idea of PMT registration, with a focus on the PEOPLE on them and the role they play. This will facilitate the development of valuable learning communities.
8. (CHRISTOPHER,13Mar00)
   TTM I&I IPT: New Roles The information age calls for new roles for the knowledge workers. Some of these new roles are related to on-line cyber facilitation, community development, virtual collaboration, etc. The I&I IPT could define those roles and create an operational arm to help implement the direction they provide. This would eventually tie in with an overall KM strategy in Nortel.

     Emergent Learning Maps   **Data as of: 2001-May-23 03:05 EST**

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Life Cycle Management (MEDEIROS)
This EL Map focuses on Life Cycle Management, with respect to "How do we integrate *Sales & Marketing, *Brand Management, *R&D, *Ops, *Service into a single, unified NPI/TTM process that delivers customer value from Idea/Concept to End of Life and does it frictionlessly?

Last Update: 04-May-2000 No: 850, Draft

Conclusions

1. (Dmap) (Linked to) (MEDEIROS, 04May00)
   PMT Related - Lack of *Real* Strategy hence the making of "Business Strategy Teams" etc.
2. (Linked to) (MEDEIROS, 04May00)
   PMT Related - Everybody Assumes everybody else is/will do what they have to ... no one challenges assumptions
3. (MEDEIROS, 04May00)
   Don't know what is "The Business Unit* that runs the company
4. (Dmap) (Linked to) (MEDEIROS, 04May00)
   Lack of accountability for *end to end* delivery: no one tagged
5. (MEDEIROS, 04May00)
   fear of messing up a successful business with a "50+ increase in CAGR
6. (Dmap) (MEDEIROS, 04May00)
   Lack of knowledge of what's going on or not going on with TTM PMT, especially in terms of pure communication and lack of credibility
7. (MEDEIROS, 04May00)
   lack of a total process a.k.a. gate process
8. (MEDEIROS, 04May00)
   NO one is really looking out for the life cycle. People in Express and Optera IPTs are willing to help, but there is simply no time...

Hypotheses

1. (Linked to) (MEDEIROS, 04May00)
   If we use Finance as the key driver we've got a common "language, process, etc.
2. (Linked to) (MEDEIROS, 04May00)
   Creation of Life Cycle Managment Teams and/or product evolution teams would bring greater focus to the end to end solution
3. (MEDEIROS, 04May00)
   Form True Help teams to augment and support express/optera/PMTs/George etc.

Ground Truth

1. (Dmap) (Linked to) (MEDEIROS, 04May00)
   PMT Related A lot of this is "not known" as well as "not invented here"
2. (MEDEIROS, 04May00)
   Definition Phase - GX Leaders served as TTM/Process coaches + Knowledge Experts. It was an ongoing learning Process.
3. (MEDEIROS, 17May00)
   PMT Related - *Secret* Agreements to meet customer requirements exist throughout the project
4. (MEDEIROS, 17May00)
   PMT Related - Lack of communication between customer and account management and designers and manufacturing
5. (MEDEIROS, 17May00)
   Did not have the people - overlaid a green team on an almost impossible task
6. (MEDEIROS, 17May00)
   Would have taken 5 years of running around naked in a field of razor blades to certify process and factory
7. (MEDEIROS, 17May00)
   Formed a core team, did late planning and it immediately fell aprt and it was all business as usual

Action Field

1. (MEDEIROS, 04May00)
   Form Life Cycle Management Teams inside of Optera and Express IPTs
2. (Linked to) (MEDEIROS, 04May00)
   Integrate the various financial processes required to deliver "end-to-end" solutions in express and optera

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Other Issues around NPI/TTM Integration(MEDEIROS)
This EL Map focuses on "other" issues with respect to "How do we integrate *Sales & Marketing,
*Brand Management, *R&D, *Ops, *Service into a single, unified NPI/TTM process that delivers
customer value from Idea/Concept to End of Life and does it frictionlessly?

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Last Update: 04-May-2000 No: 870, Draft

1. (Dmap) (Linked to) (MEDEIROS,04May00)
   PMT Related - no designated leadership and accountability.
   Need a central focus point for integration
2. (Linked to) (MEDEIROS,04May00)
   PMT Related - PMT not made up of"proper" functions
3. (Linked to) (MEDEIROS,04May00)
   PMT Related - lack of basic business effectiveness i.e. getting
   day-to-day stuff done (hence the need for business
   effectiveness teams)
4. (MEDEIROS,04May00)
   PMT Related - Inconsistent PMT Operation
5. (MEDEIROS,04May00)
   PMT Related - PMT not clear about business strategy, product,
   technology & solution plans
6. (Linked to) (MEDEIROS,04May00)
   PMT Related - we are not organized and focused. There is not
   leadership, and we're doing well without it.
7. (MEDEIROS,04May00)
   PMT Related - There is a non-prescriptive way of thinking that
   we introduced
8. (MEDEIROS,04May00)
   Haven't yet told individuals thatthey've got to change their
   work habits, and that they'll be held accountable for it.
9. (Linked to) (MEDEIROS,04May00)
   We track at a 40% Commitment rateto our customers in
   Sonet and Optical Networks, yet no one cares
10. (MEDEIROS,04May00)
    We don't have a common TTM Implementation goal that is
    bought into by everyone, including * common throughout GM's
    LOB, * everyone includes down to extended team members,
    and * everyone includes all silos
11. (MEDEIROS,04May00)
    Questions still exist as to whetherTTM is for NPI or a way
    to run the business
12. (MEDEIROS,04May00)
    There is no known TTM prime/team in Optical Networks
13. (Linked to) (MEDEIROS,04May00)
    We have started TTM, PMTs, IPTs...but it takes a lot of
    time. We are making progress, but it's hard to see/know that.
14. (Linked to) (MEDEIROS,04May00)
    lack of leadership in the integrationof all the pieces to
    make NPI+TTM work
15. (Linked to) (MEDEIROS,04May00)
    Lack of shared view from within theparts of the whole and
    how it is supposed to wrk together in customer value and
    delivery. We need a holographic model
16. (MEDEIROS,04May00)
    Lack of change management disciplinemeans that we
    promote a culture where it's ok to say "I'll make myself
    comfortable with how I implement the changes"
17. (Linked to) (MEDEIROS,04May00)
    No formal financial models exist
18. (MEDEIROS,04May00)
    Market planning is a key point ofleverage
19. (Linked to) (MEDEIROS,04May00)
    Finance is a key leverage point
20. (MEDEIROS,04May00)
21. (MEDEIROS,17May00)
    PMT Related - NO leaders from Corporatepoint of view

1. (Dmap) (Linked to) (MEDEIROS,04May00)
   Financial models - of which there are 50can be
   used as a basis for brand management and market
   planning. A viable indicator is when model data is similar
   to biz case data
2. (Linked to) (MEDEIROS,04May00)
   An identified sponsor needs to represent
   multi-disciplinary functions corporate wide and to
   publicize the decisions and expectations for PMT
   make-up process. Expected reuslts: clear expecations
   and benefits.
3. (Linked to) (MEDEIROS,04May00)
   Comms need to be strengthened betweenpeople
   of brand management and marketing and finance,
   especially in forecasting
4. (MEDEIROS,04May00)
   design cost reduction withbrand management,
   finance, design, and business cost management to
   improve margins

Conclusions   **Hypotheses**

Ground Truth   **Action Field**

1. (Dmap) (Linked to) (MEDEIROS,04May00)
   PMT Related without effective centrally focused leadership, a process will take too long to implement (with reactive buy-in) (e.g. NPI took 2 years)
2. (MEDEIROS,04May00)
   PMT Related - Optical Networks is the only known group with customer inteaction program. Other customers want the same option.
3. (MEDEIROS,04May00)
   PMT Related - Things work when we put teams into customer site
4. (Dmap) (Linked to) (MEDEIROS,04May00)
   PMT Related- Lots of good people are doing good things in all sorts of different directions
5. (Linked to) (MEDEIROS,04May00)
   Definition Phase- Communications between finance, marketing, and brand management on a regular basis provided recap to ensure alignment of products and definitions
6. (MEDEIROS,04May00)
   Definition Phase - Definition of service levels and reliability was not agreed upon up front with customers
7. (MEDEIROS,04May00)
   Definition Phase - Customer Interaction Program implemented at this time which resulted in adding 2.5 needs and other input from customer (OptMet)
8. (MEDEIROS,04May00)
   Definition Phase - General Customer Feedback says commitments not met. Commitments database says 50% of commitments are met.
9. (MEDEIROS,04May00)
   Implmentation Phase - Careful Attention to team definition and TTM Launch (Planned Change) (GX)
10. (MEDEIROS,04May00)
11. (Linked to) (MEDEIROS,04May00)
    Implmentation Phase - $4M Project where Business Planning, Finance found forecasts were wrong (Face in, Q4, Activity in Q3)
12. (MEDEIROS,04May00)
    Implmentation Phase - Adapted TTM model and principles to work for their project/team context. (GX)
13. (Linked to) (MEDEIROS,04May00)
    Implmentation Phase - Team Line of Sight to customer. High quality customer relationship management (expectations) re: alpha, beta, deliverables
14. (Linked to) (MEDEIROS,04May00)
    Implmentation Phase - Resistance to sharing most effective processes common to all, between MOS & HiCap. (NIH syndrome)
15. (MEDEIROS,04May00)
    Implmentation Phase - Feedback & implementation of post project review results. No effective mechanism for sharing of implementation across all projects/disciplines. (MOS/HiCap)
16. (Linked to) (MEDEIROS,04May00)
    Implmentation Phase - Lack of comms between team members reduced feature content for 2.1 customer (Optera Metro)
17. (Linked to) (MEDEIROS,04May00)
    Installation / Deployment Phase Project success not measured in business value / cost of defects measures in post 62 time frame (all product lines)
18. (MEDEIROS,04May00)
    Installation / Deployment Phase exceeding product volume forecasts puts stress on factory infrasstucture and supply chain. Quality and Cusotmer support inpacted. (Transport products + OC 48/92)
19. (MEDEIROS,04May00)
    SCM a la BAN is now SAP
20. (MEDEIROS,17May00)
    PMT Related - No process/plan to enter new markets
21. (MEDEIROS,17May00)

1. (MEDEIROS,04May00)
   PMT Presentation for Hi Cap
2. (Linked to) (MEDEIROS,04May00)
   Optera LH / DX Launches
3. (Linked to) (MEDEIROS,04May00)
   Express GX launch
4. (MEDEIROS,04May00)
   Share understanding of NPI 2000 and TTM to help team to decide what to do with learnings
5. (MEDEIROS,04May00)
   share big picture of project knowledge with team. What should a project plan address? How is this userful to project success? How to decide what learnings to apply?
6. (MEDEIROS,04May00)
   Share knowledge of team organization and teaming practices, and help team to decide what learnings to apply.

PMT related - pressure to get a sale 2months after winning the bid

22. (MEDEIROS,17May00)
PMT related - sold a unified solutionbut still didn't know how to deliver a unified solution

23. (MEDEIROS,17May00)
Nortel needed what the customer wasasking for in 10 G (for Optera DX) - and still don't have it

24. (MEDEIROS,17May00)
Insisted on *super glue & band aids*for inm solution t customer. Even though it was thought that it wouldn't work, it went on anyways

25. (MEDEIROS,17May00)
Focus is on *product release* levelof a project, which caused micromanagement and in the weeds thinking

26. (MEDEIROS,17May00)
Development team took 12 months to getstarted after having had won the bid

27. (MEDEIROS,17May00)
Customer held our feet to the fireby going by what we bid in their copy of the contract

28. (MEDEIROS,17May00)
Customer could not trust in anythingwe said

29. (MEDEIROS,17May00)
Only delivered 1 deliverable for labtest

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PMT-to-IPT Relationships (MEDEIROS)
This EL Map focuses on PMT-to-IPT Relationships, with respect to "How do we integrate *Sales & Marketing, *Brand Management, *R&D, *Ops, *Service into a single, unified NPI/TTM process that delivers customer value from Idea/Concept to End of Life and does it frictionlessly?

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Last Update: 04-May-2000 No: 867, Draft

Conclusions	Hypotheses
1. (Dmap) (MEDEIROS,08May00) **End to End Accountability is crucial** 2. (Dmap) (MEDEIROS,08May00) **We're not challenging assumptions** 3. (Dmap) (MEDEIROS,08May00) **IPTs growing like mushrooms due to lack**of info, consistency 4. (Dmap) (MEDEIROS,08May00) **Needs better structure, clear roles**and areas of responsibility	1. (MEDEIROS,18May00) **If IPTs are formed** They have a clear line of site to their commissioning PMT

Ground Truth	Action Field
1. (Dmap) (Linked to) (MEDEIROS,04May00) **PMT Related** PMT/IPT model not fully in place to integrate GCCS at start of project (OptDX) 2. (MEDEIROS,04May00) **Implementation Phase - GX has lots of**work put into sorting relationship between IPTs, Functions, and PMT 3. (MEDEIROS,17May00) **No common priority system**across silos (i.e. no/no go/redirect) 4. (MEDEIROS,17May00) **Didn't know how to design a unified**solution 5. (MEDEIROS,17May00) **lack of focus on what to work on at**design level	1. (Dmap) (Linked to) (MEDEIROS,04May00) **Identify Valid PMTs** Work with Francois Meunier and Gerald Aucoin as part of the Tim Dempsey TTM IPT to identify all existing PMTs requiring SCM Representation. 2. (MEDEIROS,18May00) **Identified PMT Commissioned IPTs**Working with Francois Meunier and Gerald Aucoin to identify all the commissioned and operating IPTs to align SCM resources to for coverage.

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Structured Development Process (MEDEIROS)
This EL Map focuses on Structured Development Process, with respect to "How do we integrate
*Sales & Marketing, *Brand Management, *R&D, *Ops, *Service into a single, unified NPI/TTM
process that delivers customer value from Idea/Concept to End of Life and does it frictionlessly?

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1. (MEDEIROS,04May00)
Focus and vaue of effort in LOB is on product delivery and volume
rather than a long term balance between this and success sustaining
infrastructure

1. (MEDEIROS,04May00)
Global Backbone Transport Development is
implementing an NPI/Development process
that maps to NPI 2000, assuring alignment
to process' expecations. We should keep this
activity in our line of sight to track wins.

Conclusions

Hypotheses

Ground Truth

Action Field

1. (MEDEIROS,04May00)
PMT Related Difference between Gates and BDPs no know/understood.
The result: no change in how we managed the development activity. (Eur.
HI Cap Transport).
2. (MEDEIROS,04May00)
PMT Related Project & Geographical teams had different terminology and
meanings around common TTM concepts (e.g. BDPs, alpha, beta,
ship)(GHCT: NA vs. Global)
3. (Linked to) (MEDEIROS,04May00)
PMT Related Customers confused by our terminology and definitions (all
projects)
4. (Linked to) (MEDEIROS,04May00)
Definition Phase - Different meanings connected to alpha, beta, and
ship (Eur. HiCapTransport)
5. (MEDEIROS,04May00)
Definition Phase - Development Terms indicated a willingness to adopt
TTM process but little buy-in on value considered use of different terms,
same process. (HI Cap)
6. (Dmap) (Linked to) (MEDEIROS,04May00)
Implementation Phase - Project Plans are development focused. Most
of the projects' details are focused on development concerns and activities
(HiCap)
7. (Linked to) (MEDEIROS,04May00)
Implementation Phase - Project estimations and tracking activities are
incomplete for use in future projects (HiCap)
8. (MEDEIROS,17May00)
PMT Related - No interaction with customer or between team and
customer
9. (MEDEIROS,17May00)
PMT Related - did not act on delivering what the customer told us
they wanted
10. (MEDEIROS,17May00)
PMT Related - no overall project plan built from start to finish,
beginning to end
11. (MEDEIROS,17May00)
Requirements never agreed upon and understood by all
12. (MEDEIROS,17May00)
Customer expectation of problem, rca and resolution timliness was
not met.
13. (MEDEIROS,17May00)
Accepted by individuals, and denied by the group
14. (MEDEIROS,17May00)
Lack of integrated project cost model and tracking - $28M. R&D with
no Gate 0.

1. (MEDEIROS,04May00)
**Global BackBone Transport
Development**

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Supply Chain Component Readiness(MEDEIROS)

This EL Map focuses on Supply Chain Component Readiness, with respect to "How do we integrate *Sales & Marketing, *Brand Management, *R&D, *Ops, *Service into a single, unified NPI/TTM process that delivers customer value from Idea/Concept to End of Life and does it frictionlessly?

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Last Update: 04-May-2000 No: 869, Draft

1. (MEDEIROS,04May00)
   If the supply chain components are assigned to IPTs, they will represent/cover area process

Conclusions	Hypotheses
Ground Truth	**Action Field**

Ground Truth

1. (MEDEIROS,04May00)
   Order Phase- No forecast information on Optical Networks deployment. All forecast is based on parts, not networks, to effectively forecast INST capacity (all projects)
2. (MEDEIROS,04May00)
   Order Phase- Enterprise channel was not integrated until product was in place with customers
3. (MEDEIROS,04May00)
   Installation/Deployment Phase Product ease of install & reliability performance & ease of troubleshoot falls short of customer expectations (OC-192 + OPtics RX, TX)
4. (MEDEIROS,04May00)
   Installation & Deployment Customer network effectiveness expectation not met
5. (Linked to) (MEDEIROS,04May00)
   Installation / Deployment Service organization was not in place to support new customers. Customers did not see a consistent way to access service. (Optera Metro)
6. (MEDEIROS,17May00)
   No involvement by manufacturing, operations, installation etc. in design for "x" (assembly, install, etc.)
7. (MEDEIROS,17May00)
   Could not have delivered even if we had been able to design it
8. (Dmap) (MEDEIROS,04May00)
   Implmentation Phase - lack of resources led to lack of focus for development team in feature content and caused late delivery to customer (Optera Metro)

Action Field

1. (MEDEIROS,04May00)
   Optera LH / DX
2. (MEDEIROS,04May00)
   Express GX
3. (MEDEIROS,18May00)
   Prepare Global Customer Care Services Meet with Greg Kaufman and his two primes for the target projects to review what will be expected and what assistance they might use to cover the project activities.

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GPS KM Training Session Improvements(MEDEIROS)
Inaugurated on November 14th, the KM Training session was hosted by the GPS KM Core Team. Based on requests received, we anticipate that the KM Training will be offered to biz units across GPS. This map is intended to capture what's working and more importantly how it can be improved for future sessions.

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————————————————————————————————Last Update: 11-Dec-2000 No: 1477, Draft

1. (MEDEIROS,22Nov00)
GR_Too much time spent getting NetMeeting to work properly
2. (MEDEIROS,22Nov00)
GR_Not enough KMC members were ableto attend the session (due to schedule conflicts?)
3. (MEDEIROS,22Nov00)
GR_Still in early stages of GPS KMso we need to anticipate our objectives may change over the next few months
4. (ALFORD,22Nov00)
Keep it simple The team did a great job of sticking with the fundamentals. This approach established a common framework for future K Council conversations
5. (MEDEIROS,22Nov00)
GR_Each team member was organized andready for the session
6. (MEDEIROS,22Nov00)
GR_Team members were professional andcourteous to participants
7. (HIBBARD,22Nov00)
More Time for Questions & Answers People would have appreciated more time for questions and answers.
8. (MEDEIROS,22Nov00)
Challenge is to make virtualcommunications as f2f as possible.
9. (MEDEIROS,22Nov00)
It is important to discern whether thesession is general (for a diverse audience) or specific (for a targetted group). If it is targetted, then it is the responsibility of the Core Team to understand needs/requirements/interests in order to identify appropriate context for the audience being there.
10. (MEDEIROS,22Nov00)
Make virtual as f2f as possible We should interact with folks on the call more like we do in a physical setting, like call on specific people to ask them questions, or ask close ended questions that require a response.
11. (MEDEIROS,22Nov00)
Getting audience to provide info priorto the session i.e. filling in a profile/questionnaire may be asking too much of them, especially if they need to get familiar with the tools.
12. (MEDEIROS,22Nov00)
Using chat feature to get presentersmore aware of time constraints doesn't work.

1. (MEDEIROS,22Nov00)
GR_If we get more details aboutparticipants' backgrounds and current roles, then we could highlight particular KM initiatives relevent to them, ask pertinent questions related to their interests, and generally understand our audience better.
2. (MEDEIROS,22Nov00)
GR_ If we provide the slide presentationin advance, we may get more focused questions, a more informed knowledge base with which to start, and the presentation may run smoother.
3. (ANKLAM,22Nov00)
Timing If individuals watch their own timing, and adjust content to ensure they finish within their own time slots the overall session will finish smoothly.
4. (HIBBARD,22Nov00)
More time for Q & A If we build more time into the presentation for Q & A then we can get more feedback and use the time elsewhere if necessary.
5. (ANKLAM,22Nov00)
Ask direct questions If we ask specific questions rather than open-ended questions, and address the questions to specific individuals or audiences, then we will get more response and increase interaction.
6. (ALFORD,22Nov00)
Information Package If we provide some additional documents and resources, then people who are curious and want to learn more about KM (at their own pace) can take advantage of the existing knowledge
7. (ZWIERZCHOWSKI,22Nov00)
Pictures of presenters made available to listeners might give more of a face-to-face feeling.
8. (ANKLAM,22Nov00)
If we establish norms for the team to communicate with each other during the session, we can coach each other in real time to keep to time, respond better to the audience, and so on.
9. (HIBBARD,22Nov00)
Tools Preparation If we take the time to coach people prior to the event, through a set open conference call that tests the tools it will go more smoothly. i.e. In netmeeting, set-up, whiteboard, chat rooms.
10. (MEDEIROS,22Nov00)
11. (ZWIERZCHOWSKI,27Nov00)
Sessions under 2 hours would be more successful (sugestion from M.Alward)

Conclusions

Ground Truth

Hypotheses

Action Field

1. (MEDEIROS,22Nov00)
GR_Team members supported each other byclarifying subject matter
2. (ANKLAM,22Nov00)
We did not keep to the specified times for each of the agenda items and so did not cover all the topics.
3. (ZWIERZCHOWSKI,22Nov00)
Time to cover Portals Ronz had less time that he thought he would to cover subject matter in Portal overview.
4. (HIBBARD,22Nov00)
Prior Tools Use Preparation Attendees were sent materials prior to the presentation to prepare them to use the collaboration tools.
5. (ZWIERZCHOWSKI,22Nov00)
Silence from listeners I felt a resounding silence coming from listeners during my own and others' presentations.
6. (MEDEIROS,22Nov00)
Used whiteboard and chat in additionto sharing applications. Whiteboard was used for Intros, and Questions. Chat was being used for sideline questions/info.
7. (MEDEIROS,22Nov00)
Ron's Presentation on Portals wasclear, succinct, and smooth given the complexity of toggling in between powerpoint and a demo being presented. Participants, in real time, commented about how great Ron's section went.
8. (MEDEIROS,22Nov00)
Folks responded well to the Cuban Coffee analogy, and brought up similiar stories. Learned about Instant Messenger (coffee is ready message) from JCR. This is coming with the Office 2000 in Q1.
9. (MEDEIROS,22Nov00)
Did a Dry Run the day before. We ran through the presentations in detail, and we ran out of time, leaving other topics undiscussed by end of the dry run.
10. (ZWIERZCHOWSKI,27Nov00)
After 2.5 hours a participant's attention span wanes.

1. (MEDEIROS,22Nov00)
GR_ Session 4 Services Prgm Methodology Group (S-PM_sm), tasked with defining and delivering ntwk solutions. This is a framework by which all GPS Program/Project Mgmt programs are planned, estimated, controlled, and tracked consistently.
2. (MEDEIROS,22Nov00)
GR_Sessions for GPS PMT
3. (ANKLAM,22Nov00)
GPS Cabinet GPS Cabinet has indicated an interest in KM Grounding and learning the tools. To be discussed with Patty Pape and Geoff Lloyd by mid-December.
4. (MEDEIROS,22Nov00)
Grant Lilford's Network Managed Servicesgroup. Grant is checking with his boss to check on a time. Will follow up with Grant week of 27th.
5. (ZWIERZCHOWSKI,22Nov00)
Rickicki interest in KCs Joe Rickicki of Flanagan/Sharma org has expressed interest in KC-like activity. May want to engage people outside of GPS. May want overview of GPS KM program. Will talk to Joe Monday Nov. 27.
6. (HIBBARD,22Nov00)
KM Primes/Interested KM Participants Train all KM Primes in KM basics to encourage others to become KM adoptees/users. Speak to Marc Alward/re KM Prime to be hired.
7. (MEDEIROS,22Nov00)
Bid Management/ Engmt Mgmt session Learning session for GPS Americas Engagement Management and Bid Management. Can discuss potential for this session at next L&L (Nov. 29)
8. (MEDEIROS,22Nov00)
Next Session - Summary of experimentalactions: 1- Continue tools prep, and add an open session/bridge for install and coaching on using the features just prior to the meeting. We expect participants to increase their confidance in using the tools, and becoming more interactive. 2- Embellish the intro piece to get participants to describe their expectations of the session using the whiteboard. We expect to use this data to ask more direct questions to specific participants. Remedies the silence, and brings a f2f behavior into the virtual realm. 3- Presentors do what they need to do to be aware of and stick to their time allotments. Core team accepts the responsibility to helping each other and the moderator on timeframes.

     Emergent Learning Maps   **Data as of: 2001-May-23 03:05 EST**

Global Operations - Talent Reviews(SPARKS)
How can we increase the business value and focus of the Talent Review Process? Codes: DR
= Dry Run / TR = Talent Review / IVP = Individual Value Proposition

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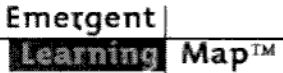
Last Update: 07-Feb-2001 No: 1347, Draft

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1. (SPARKS,14Sep00)
   TR's not seen as a high priority GO business leaders did not view TR's as a burning priority
2. (SPARKS,14Sep00)
   Leadership Profiles not used The completed leadership profiles for GO key leaders were not utilized in any subsequent activities/actions
3. (SPARKS,14Sep00)
   Successful Talent Reviews The three reviews thus far in 2000 occurred and met with increasing levels of success due to a heart-to-heart with the business leader re: the value of TR's, a clearly defined and consistent process and a process owner/driver.
4. (SPARKS,14Sep00)
   Business Value Filling Key Jobs At least 5 key jobs were filled during the course of each TR, our business leaders felt this was worthwhile. Business leaders also gained increased exposure to our Top Talent.
5. (SPARKS,13Nov00)
   DR_Identifying Top Talent is an exercise more easily done than connecting with them, perhaps due to our difficulty with using straight talk and engaging in one one one conversations (cultural issue).
6. (SPARKS,13Nov00)
   DR_Attrition of GO Top Talent Conducting the IVP will increase hi-touch / connection with top talent and decrease their attrition.

1. (SPARKS,14Sep00)
   Oct 19 - Introduce IVP Into TR Process If we follow through on Individual Value Proposition Delivery during Oct 19 TR we expect to facilitate a broader retention discussion (beyond just moving people) and ensure that IVP's are being utilized for TT.
2. (SPARKS,14Sep00)
   Nov. 16 - Talent Mapped To Supply Chain If our Platinum Talent and/or Top Talent are mapped across the supply chain we will highlight to JAR our understanding of the business and identify key strengths and gaps.
3. (SPARKS,13Nov00)
   DR_Generic Talent Review process (s/t) (short term) If we can arm Richard with Key Talent Review questions and IVP Process for use in the discussions he'll be having with his reports over the next few weeks, then the discussions will become much richer about connection with top talent, as well as begin a consistent Talent Review approach.
4. (SPARKS,13Nov00)
   DR_Generic Talent Review process (l/t) (long term / sustaining) If we provide a simplified, generic talent review process + key questions + tools/templates to HR Biz Partners and Biz leaders, then we will drive rigor (consistency, clarity, regularity) into our talent reviews.
5. (SPARKS,13Nov00)
   DR_Delivering IVPs to Top Talent If we don't execute the IVP process, and don't connect with Top Talent in a hi-touch way, then we'll see Top Talent attrition rise.
6. (SPARKS,13Nov00)
   DR_Exit Interviews / Counters with TT If we add a couple questions to the Exit Interviews / Counter Offer process for Top Talent, then we would see that Top Talent attrition is less about compensation, and everything about Individual Value Propositions (IVPs) (inc. connection, feeling valued, non monetary means).

Conclusions	Hypotheses
Ground Truth	**Action Field**

1. (SPARKS,14Sep00)
   Talent Reviews Non-Existent Zero Talent Reviews took place with the GO leadership team in 1999. Several Talent Reviews were scheduled but were always cancelled or postponed.
2. (SPARKS,14Sep00)
   Key Leaders Identified A list of key leaders within the Global Operations was compiled as part of corporate Scarce Skill/Critical Resource identification. A one page "Leadership Profile" was created for each individual.
3. (SPARKS,14Sep00)
   Quarterly TR's Initiated in 2000 Talent Reviews with the GO Leadership Team were initiated and completed in January, April and June 2000
4. (SPARKS,14Sep00)
   Match Talent To Key Jobs A critical part of the TR process was identifying critical roles and vacancies across the business and ensuring that Top Talent were matched with these roles whenever possible
5. (SPARKS,13Nov00)
   DR_Lowe requests Talent Review talks with each of his direct reports over the next few weeks (by phone, no charts) to get a sense of the level of connection with identified Top Talent.
6. (SPARKS,13Nov00)
   DR_Attrition of GO Top Talent GO has lost 4 identified Top Talent YTD, including 1 Platinum.
7. (SPARKS,13Nov00)
   DR_Exit Interviews / Counters with TT 2 of the 4 attrited top talent can be directly tied to exit interview data. One stated: "If this IVP discussion had happenned 2 months ago, I wouldn't be leaving right now."

1. (SPARKS,14Sep00)
   Cabinet Meeting Oct 19th Regualr monthly cabinet meeting as an opportunity for a 4th TR in 2000
2. (SPARKS,13Nov00)
   JAR Platinum Talent Review John Roth Platinum Talent Review for Global Operations originally scheduled for Nov. 16th, and currently postponed for Q1, 2001.
3. (SPARKS,13Nov00)
   DR_GO Talent Review Dry Run, Nov. 10 '00 Dry run to prepare for Roth/Chandran GO Top Talent Review. Participants included Brett Sparks (Talent Strategist), Chuck Frosst (HR), Richard Lowe (Leader, Customer and Product Ops), Chahram Bolouri (Leader, GO).

      Emergent Learning Maps   **Data as of: 2001-May-23 03:05 EST**

Emergent Learning Map™

Talent Reviews-May 9th-HR Primes(HEDLEY)
How can we make Talent Reviewes more successful and more permanent at the local level?
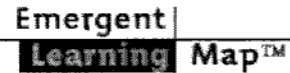
Last Update: 07-May-2001 No: 2925, Draft

1. (EASTLUND,09May01)
   While analyzing each System House or area of the business is important, we should not lose sight of the value of Lowe having a joint meeting with his whole cabinet to encourage dialogue, awareness, and planning for internal mobility and development across his organization.
2. (EASTLUND,09May01)
   GRS & SS/CR: By tracking SS&CR, GRS matches people to the business needs and ensures the right resources are being utilized.
3. (SYKES,09May01)
   Top Talent Identifcation The criteria / guidelines need to be more Robust If leaders do not apply the criteria consistently we end up comparing apples with pears! There is a need to keep confirming the criteria and ensure it is relevant to the business
4. (BUSCH,09May01)
   Lowe Time Reallocate time for reviews into 4 / 2 hour reviews session
5. (EASTLUND,16May01)
6. (EASTLUND,16May01)
   GRS May 11th Talent Review The Leader asked people to follow up and put specific development plans and actions to address and with timing--these would be linked to the development needs discussed. This ensures follow-up and accountability for concrete actions.
7. (EASTLUND,16May01)
   GRS May 11th Talent Review--key roles We need to create clearer criteria, including the allowance for emerging roles (what we anticipate needing on the horizon) and shorter-term projects.

1. (BUSCH,09May01)
   Lowe High Level Review If we set the expectation with Richard for his high level review now, then we will make the local reviews expectations clearer
2. (EASTLUND,09May01)
   If we clearly define the differing goals of each Lowe review, we will increase the value-add and reduce the sense of duplicating/repeating work.
3. (EASTLUND,09May01)
   GRS & SS/CR: If we standardize the tracking of SS/CR in talent reviews across GO, we will better ensure the effective utilization of resources.
4. (BUSCH,09May01)
   Regional Talent Reviews If we have a Regional Talent Review, then we can move Top Talent around the organiztion in a cost effective manner.
5. (EASTLUND,09May01)
   Criteria If we address the complaint of unclear criteria by gathering examples of resistance & inconsistent application, then we can more effectively firm up the criteria consistent to business needs and the new Leadership Architecture direction.
6. (BUSCH,09May01)
   Lowe Time If we make the reviews into 4 buckets, then we can review the employees more effectivley.
7. (EASTLUND,16May01)
   GRS May 11th Talent Review If we were to change the Development Needs section of the Individual Profile to read "Development Needs--corresponding plans--timing", then leaders would be better held accountable for following up and making a tangible impact on the development of their talent.
8. (EASTLUND,16May01)
   GRS May 11th Talent Review--key roles If we create clearer criteria for key roles and acknowledge that these roles are a snapshot in time of what's key for that organization, then we can allow for inclusion of shorter-term project-based roles with significant impact to the business. (Action item: Claire, Liz, and Glenda to further clarify definition of key roles)

Conclusions	**Hypotheses**
Ground Truth	**Action Field**

1. (HEDLEY,07May01)
   EXAMPLE-Timing issue My previous client never found the best time to implment a review
2. (HEDLEY,07May01)
   EXAMPLE-Data Gathering In a review I witnessed, the leader requested presenters to bring profiles (using a template), but they were not completed properly to help with the discussion of next assignment and development needs.
3. (SYKES,09May01)
   Top Talent Identification In Top Talent Reviews leaders have not always applied the Top Talent criteria when identifying Top Talent ie people who are doing a good job but are not necessarily high flyers.
4. (SYKES,09May01)
   Mentoring Many of our Top Talent need some form of mentoring / or sense of community (eg having someone designated to them to help them develop -who will always be a constant in their career development within Nortel)
5. (SYKES,09May01)
   Developing Others Top Talent often appear to be self starters - but we need them to develop leadership skills which focus on developing others as well as themselves
6. (BUSCH,09May01)
   Lowe High-level review stems from the local reviews
7. (BUSCH,09May01)
   Lowe Parallel Process Lowe's organization had 2 sets of templates with a lot of data input
8. (BUSCH,09May01)
   Lowe Reviews Richard does not have a lot of time to meet with his direct's to review their TT
9. (BUSCH,09May01)
   Lowe Reviews There is no agenda set for the Lowe Level Reviews
10. (BUSCH,09May01)
    Lowe Reviews 5 Segments have been defined for the entire group
11. (EASTLUND,09May01)
    GRS & SS/CR: GRS currently includes the tracking of scarce skills and critical resources in their talent reviews.
12. (EASTLUND,16May01)
    GRS May 11th Talent Review The Individual Profiles were recognized as a useful reference for leaders to get to know their talent. However, when the Individual Profiles were reviewed, the Development Needs section highlighted needs based on PDs, leadership attributes, or areas of business experience, but there was no specific plan on how to address these needs.
13. (EASTLUND,16May01)
    GRS May 11th Talent Review--key roles Leaders were confused about the key role criteria--partly because they're currently focused on cost-saving measures like inventory reduction, and key roles need a clearer focus on more strategic criteria. One question brought up is: if our most strategic areas are short-term project-focused, how might we incorporate that into our key roles?

1. (HEDLEY,07May01)
   EXAMPLE-John Doe Talent Review-May 30th John Doe and his team will be reviewing all 35 Top Talent who have been "flagged" in the recent segmentation exercise.
2. (HEDLEY,07May01)
   EXAMPLE-Jane Smith-weekly talent reviews Starting June 1st, Jane and her direct reports plan to spend the 1st 15 minutes discussing 3 people each week during their regularly scheduled staff calls, starting with TT, then LC, then UC, etc...
3. (SYKES,09May01)
   Ensuring Leadership Commitment Over the next few days EMEA will be collating and seeking buy in to actions / leadership commitments to develop retain and motivate Top Talent as an output of the Talent Reviews
4. (BUSCH,09May01)
   Lowe Reviews Lowe is meeting with his each directs over the next month for 1 hour to review the specific org 's TT list
5. (BUSCH,09May01)
   Lowe Reviews There are currently two parallel processes going on for Lowe's Organization. System House Organizational assessment and the Non Systems House Reviews.
6. (DAVENPORT,09May01)
   GO HR Talent Review End May, early June -- review all GO HR Team with Chuck and his direct reports.
7. (BUSCH,09May01)
   Glenda Review Defined a mission and vision of the Talent Reviews to ensure aligment

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Emergent Learning Maps
Data as of: 2001-May-23 03:05 EST

EMEA Optimization Team (HEDLEY)
How can we improve on the Phase I EMEA Optimisation activity, particularly in the following areas: Communication, Process flow, Data/database, Reporting, Roles & responsibilities, Interface - HR Business Partners/HR Business, Solutions teams, Timescales and any other areas which people feel may fall outside the above

Emergent Learning Map™

Last Update: 26-Mar-2001 No: 2253, Draft

1. (REECE,29Mar01)
   Roles & Responsibilities Led to frustration, duplication of effort as well as gaps.
2. (RUSSELL,29Mar01)
   Roles and Responsibilites Lack of commonality of our responses or position reflected on how much in control we appeared to have of the project.
3. (REECE,29Mar01)
   Data/Database & Reporting Database - NA centric: Led to requirement to report manually. Database input - not accurate: Led to lack of trust in data.
4. (REECE,29Mar01)
   Communication Due to danger of information leaking externally, there has been a lack of European communication leading to employee anxiety.
5. (REECE,29Mar01)
   Roles & Responsibilities The transition to a new HR model has increased the confusion over roles & responsibilities in the optimisation process.
6. (MASTERSON,29Mar01)
   Twin Track Activity Confusion on the numbers exited, SBP not comfortable with handling individuals through 'illegial' route and damage to our integrety by paying special packages
7. (REECE,29Mar01)
   Roles & Responsibilities Expectation of the project team being the "font of all knowledge" in a very new process has led to extra work etc.
8. (MASTERSON,29Mar01)
   Decisions but not involved need to have mechanism in place to review key decisions that need to be made within consultative forum within HR and within HR Leadership team
9. (REECE,29Mar01)
   Managing activity within reduced costs Lack of budget/ownership of resources has led to reduced capabilities.
10. (RUSSELL,29Mar01)
    process Not enough influencing or educating of NA on European process and issues due to late entry of Europe in project
11. (HEDLEY,04Apr01)
12. (REECE,04Apr01)
    Roles & Responsibilities Confusion between the role of HR & Finance (particularly in terms of transferring into the Provision).
13. (MASTERSON,04Apr01)
    Accepting SME Advise HR and Managers outside the country accepting advise from experts in Country on what can be done within requirements of state law.
14. (Docs) (MASTERSON,04Apr01)
    Purpose of Data Base some business units in N America have not been advising ER in Europe of positions that are at risk because of assumption that if name is on the Optimisation database then ER wiull pick it up from this

1. (REECE,04Apr01)
   Decisions but not involved Setting up of a Steering Committee (John Cartland/Tony Preston/Wendell Sherrell/Wally Russell) for all major decisions/escalations: Ensure these discussions take place OUTSIDE the normal John Cartland weekly Cabinet call. Pre-plan what type of decisions are likely to be needed for Phase II and onwards.
2. (REECE,04Apr01)
   Data/Database & Reporting Initiate a "database" content review (similar to the one already taken place in NA) which looks specifically at the needs for Europe: NB This will need high level influence as this is an action we've tried to take previously (with limited success).
3. (REECE,04Apr01)
   Roles & Responsibilities Set up regular conference calls (outside the regular Friday John Cartland cabinet call): Key players = HR SBPs (of impacted businesses), HR Business Solutions primes, HRIC (UK), ER Project Manager.
4. (REECE,04Apr01)
   Managing activity within reduced costs Negotiate a budget (particularly for resource) for Phase II.
5. (MASTERSON,04Apr01)
   Business Solutions Model we need to have partnership between the business solutions primes over the S E Metros that ensures primes work on a business specific as oposed to metro sepecific basis. Also need to rein in activity happening outside due process into ownership of business solutions teams
6. (Docs) (MASTERSON,04Apr01)
   Decisions but no involvement if we can clarity on how we engage the HR leadership team in parallel with consultation programme then we can ensure that decisions made by Nortel reps on consultative forum align with intent of HR leadership team
7. (MASTERSON,04Apr01)
   Purpose of Data Base if we can get agreement between N America HR VP's and ER Europe on process of notification to ER of at risk population then will not have people falling through the cracks and getting missed out
8. (MASTERSON,04Apr01)
   Phase 2 Communciation and Consultation. If we have an integrated communication and consultation plan with advance timelines to ensure message delivery on a need to know basis in advance of workforce annnouncement then we should have 'no surprises' going forward.
9. (Docs) (MASTERSON,04Apr01)
   Phase 3? responding to a rapidly changing enviroment in qtr 2

Conclusions

Ground Truth

Hypotheses

Action Field

1. (RUSSELL,29Mar01)
   Process European implementation time lagged NA implementation. European notification process is required to fit a NA reporting template.
2. (RUSSELL,29Mar01)
   Roles and Responsibilities Roles and Responsibilites not fully defined, agreed and accepted by many of the influencers and implementers
3. (RUSSELL,29Mar01)
   General Firs time that such an activity of this scale was implemented in Europe thus little experience or reference material available
4. (RUSSELL,29Mar01)
   Roles and Responsibilites Not always a common or agreed position portrayed from ER Europe.
5. (REECE,29Mar01)
   Roles & Responsibilities The role of the project team itself was not defined clearly enough. This was apparent from some of the expectations various HR Strategic Business Partners had of our role in the process.
6. (REECE,29Mar01)
   Reporting Action categories in the database are meaningless/notification confirmation & termination dates are not updated.
7. (REECE,29Mar01)
   Data/Database Throughout the process, the database has been inaccurate in many cases (notification dates/names missing/names input in error etc)
8. (REECE,29Mar01)
   Process Flow Decisions regarding the handling of certain activities were taken as we went along.
9. (REECE,29Mar01)
   Roles & Responsibilities Lack of ownership of optimisation activity by:- Execs/business managers HR Strategic Business Partners
10. (REECE,29Mar01)
    Roles & Responsibilities In the UK, where a new HR model is currently being implemented, there was general confusion over various players' roles & responsibilities. Led to duplication of effort as well as gaps.
11. (REECE,29Mar01)
    Data/Database HR population found the database completely mind-boggling (required inputs not understood/irrelevant to Europe etc).
12. (REECE,29Mar01)
    Timescales NA-driven timescales (ie tight !) have led to some countries having to find creative ways of meeting their reduction targets: Potential to leave Nortel exposed legally ?
13. (REECE,29Mar01)
    Roles & Responsibilities Confusion over boundaries between ER's responsibilities and those of Corporate Communications.
14. (REECE,29Mar01)
    Communication Complete lack of visibility from the executive population/unwillingness (due to danger of information leaking externally) to state European position/intent. Employees: "When will this end ??".
15. (REECE,29Mar01)
    Data/Database Ongoing confusion over what the real numbers/names were/which Phase or Quarter they were attached to etc. Information received on this was in multiple formats leading to huge amounts of time spent on just understanding basic numbers.
16. (REECE,29Mar01)
    Process Flow Complexity of different European legislative requirements etc - led to confusion for NA and also meant that HR Strategic Business Partners who had impacted employees in multiple locations had to deal with different primes/processes/politics etc.
17. (REECE,29Mar01)
    NA Decisions were made in NA which had major impacts in Europe (ie timescales, database content etc): Influence of

1. (RUSSELL,29Mar01)
   Timescales DO not have a defined end date for Optimization is there a phase 3 ????
2. (RUSSELL,29Mar01)
   Reporting Need to consolidate project reports, metrics, presentations and automate where possible
3. (REECE,29Mar01)
   Communication There is an expectation amongst employees for there to be more executive communication of the corporate intent for Europe (in terms of future headcount reduction activity as well as why Europe has been hit when the downturn is in NA) - March onwards
4. (REECE,29Mar01)
   Data/Database Continued reporting of notifications/terminations etc. Continued utilisation of database for provisioning. March onwards
5. (REECE,29Mar01)
   Process Flow Requirement for HR Business Solutions/HR Strategic Business Partners to have an end to end view of all Optimisation HR processes. March-June 2001.
6. (REECE,29Mar01)
   Roles & Responsibilities For Phase II, we will continue to have various parties involved at different stages of the process. March-June 2001.
7. (REECE,29Mar01)
   Roles & Responsibilities For Phase II, the core project team will continue to drive the optimisation activity. March-June 2001.
8. (REECE,29Mar01)
   Reporting For those countries who are impacted by Phase II, we will need to continue to report on progress. March-June 2001.
9. (MASTERSON,29Mar01)
   Phase 2 Communication and consultation
10. (REECE,29Mar01)
    Data/Database We will continue to use the global database during Phase II (March-June 2001).
11. (REECE,29Mar01)
    Process Flow Activity for Phase II will continue to be handled differently in each country (depending on numbers/relevant in-country legislation)
12. (REECE,29Mar01)
    Timescales We will continue to be driven by NA timescales during Phase II.
13. (REECE,29Mar01)
    NA NA will continue to drive this project and make decisions about its roll-out globally.
14. (REECE,29Mar01)
    Provisioning Will continue to have provisioning deadlines and will need to ensure individuals are transferred to the provisioning cost centre appropriately.
15. (MASTERSON,29Mar01)
    Phase 2 compile numbers, resopnd to change, Communication , consultation and termination routines
16. (REECE,29Mar01)
    Roles & Responsibilities The bulk of the activity will continue to be actioned by the HR Business Solutions primes.
17. (REECE,29Mar01)
    Project Planning We will need to devise & communicate a project plan for Phase II activity - April 2001.
18. (MASTERSON,29Mar01)
    Business Solutions Model We can use the model to deliver the terminations in an orderly and business like fashion
19. (HEDLEY,29Mar01)
    Phase 2 European (Total) Project plan to be developed and communicated.

Europe on NA is still weak.

18. (REECE,29Mar01)
    Provisioning Lots of confusion over what is/isn't
    provisionable (only very general guidelines made available).
    Transferring individuals to provision cost centre - complex
    process in Europe.

19. (REECE,29Mar01)
    Roles & Responsibilities Lack of resource in HR Business
    Solutions teams meant that a small number of individuals
    had to action the bulk of the activity.

20. (MASTERSON,29Mar01)
    no certainty need to be very responsive to change and
    recognise that those within business units are having to
    respond fast to changed information

21. (REECE,29Mar01)
    Project Planning Lack of project management experience
    in the project team meant that the plan for Q1 could have
    been tighter.

22. (REECE,29Mar01)
    Roles & Responsibilities "Borrowed" resources which were
    withdrawn in the middle of the project.

23. (MASTERSON,29Mar01)
    Wrong people will leave the business uncertainty needs to
    be openly mamaged if we are to retain our top talent

24. (REECE,29Mar01)
    NA Database was frozen when the Q1 activity had been
    completed in NA: Led to problems in Europe which was still
    actioning Q1 activity.

25. (MASTERSON,29Mar01)
    Managing activity within reduced cost. we are going to
    find increasing cost pressure on our activity which
    comprimises our ability ot do job to greatest effect, e.g.we
    cannot meet up face to face

26. (MASTERSON,29Mar01)
    Twin Track Activity in parallel with the formal process for
    exiting people through consultative process we had people
    leaving through other 'fast track process'

27. (MASTERSON,29Mar01)
    Decisions but no involvement key decisions landed on me
    to live with taken by HR leadership team.

28. (HEDLEY,29Mar01)

Emergent Learning Maps   **Data as of: 2001-May-23 03:05 EST**

Selection Process 2000 (MEDEIROS)
This map will document what (in general terms) worked well and what did NOT work well during the Jan-Feb 2000 Leadership Edge Selection Process in North America.Your experiences and ideas that are particular to the hybrid open + EMT endorsement should be provided in the EL Map created for this purpose entitled "Open Nomination / EMT Endorsement".

Emergent Learning Map™

Last Update: 05-Apr-2000 No: 547, Draft

Conclusions

1. (MEDEIROS,10Apr00)
   Better LE team decision making process Team decision process needs to be refined to avoid repetitive discussion, to consider future implications of decisions, and to include implementation steps.
2. (MEDEIROS,10Apr00)
   Selection Process (systems) Process needs to be fully defined before systems can be fully developed.
3. (MEDEIROS,10Apr00)
   Selection Process (communication) Process steps must be fully defined before communication content and timeline can be established.
4. (Linked to) (MEDEIROS,12Apr00)
   More defined selection process I'm not sure what criteria exectutives used to select participants and I feel it's too soon to determine if the right people were selected for the right reasons. I feel that if the executive or manager can answer 'yes' to the majority of the proposed selection criteria this would indicate upfront that they are the right people for LE.

Hypotheses

1. (MEDEIROS,10Apr00)
   Better LE team decision making process To solidify the LE team decision making process we should include the following: appropriate time allocation for discussion of issues; active participation and attention from group to ensure all concerns are addressed; inclusion of implementation steps to determine feasibility of solution; explicit willingness to commit to required steps; and collectively support and sell the decision outside of our team.

Ground Truth

1. (MEDEIROS,04Apr00)
   How would we improve the Selection Process in North America for 2001?
2. (MEDEIROS,10Apr00)
   Better LE team decision making process Unqualified participant was selected into LE due to lack of management involvement and no required interaction with LE primes. Decision to communicate LE selection with executives did not include the actual implementation steps, resulting in tremendous difficulty to implement the communication and unforseen time requirements.
3. (MEDEIROS,10Apr00)
   Selection Process Timeline Some facts contributed to a difficult first year: LE team members came on at different times, with varying levels of knowledge & experience; executive buy-in was assumed by the team; creation of systems required clear process steps.
4. (MEDEIROS,10Apr00)
   OSM link Reorgs provided flux not updated in OSM; application system did not update with OSM changes causing the system to deny access to approving managers.
5. (MEDEIROS,11Apr00)
   More specific CommunicationA more detailed communication regarding who is eligible (i.e. former band. This way we wouldn't have to turn down directors who applied.
6. (MEDEIROS,12Apr00)
   More defined selection criteria After having a discussion with one of our VP's, he's looking for leaders with the following criteria: Positive mindset, ability to think their way out in a positive sense-no negative thinking, ability to keep things moving-'Can do' attitude, ability to inspire, high integrity, ability to work through tough issues while keeping the team up, can handle pressure, embrace change, ability to move into a completely different role and learn quickly, ability to push back and voice opinion iwth integrity, make their own contigencies, ability to be a top line leaders, are seen as leaders by others and self, protray Nortel really well - i.e. to customers

Action Field

1. (MEDEIROS,10Apr00)
   Better LE team decision making process Set up timeline with Sept 1, 2000, completion for the implementation of the 2001 selection process to include: team decision making steps; input and ratification of stakeholders; implementation requirements (process and tools); communication steps and content (comm rollout ready Sept 1).

Emergent Learning Maps   **Data as of: 2001-May-23 03:05 EST**

Self-Nomination/EMT Endorsement Method(MEDEIROS)

Focusing on the Self-Nomination and EMT Endorsement Methodology for identification and selection of our Top Talent (1-2%) in Leadership Edge...What learnings did we gain by following this approach?

Emergent Learning Map™

Last Update: 05-Apr-2000 No: 549, Draft

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1. (MEDEIROS,10Apr00)
   Executive involvement Some executives were clearly not involved due to time constraints and/or organizational changes.
2. (MEDEIROS,10Apr00)
   HR involvement Get HR actively involved in process to help drive selection for the areas of the business that they support. Allow HR access to application data.
3. (MEDEIROS,10Apr00)
   Exec communication Some percentage of executives did not read LE messages.
4. (MEDEIROS,10Apr00)
   Open application Allows employees opportunity to make themselves visible.
5. (MEDEIROS,10Apr00)
   Open application Open process helps to eliminate VPs chosing only those people they already know.

1. (MEDEIROS,10Apr00)
   Executive involvement If we allocate more time for the LE team to work with HR and/or execs, we would obtain appropriate involvement for selection decisions.
2. (MEDEIROS,10Apr00)
   HR involvement Getting HR involved early in the selection process will allow them drive management teams toward selection deadlines.
3. (MEDEIROS,10Apr00)
   HR involvement Once applications are completed, allow HR access to data at executive levels so that they can assist in the selection process.
4. (MEDEIROS,10Apr00)
   Exec communication We need to determine if other means of communication would work better (ie, HR involvement, Leadership Review process, etc)
5. (MEDEIROS,10Apr00)
   Decision on application process Consider doing focus groups with managers and employees to obtain input on pros/cons of open vs. top down.
6. (MEDEIROS,12Apr00)
   Exec Communication I think executives should be made aware of the next L.E. role well in advance so they can ensure that there is appropriate time to put forward and think about who should be put forward.

Conclusions   ## Hypotheses

Ground Truth   ## Action Field

1. (MEDEIROS,10Apr00)
   Exec involvement (LISA/ROB please add) Looking for examples of how the Enterprise reorg may have impacted executive involvement in selection.
2. (MEDEIROS,10Apr00)
   HR involvement HR was involved in communication loop but not asked to be actively involved in driving selection.
3. (MEDEIROS,10Apr00)
   Exec communication Communication with executives was handled via e-mail.
4. (MEDEIROS,10Apr00)
   Open application Open application provided opportunity for employee to self nominate regardless of whether they actually know their VP. It also sends the right message to employees.

1. (MEDEIROS,10Apr00)
   Selection timeline (Exec involvement) Allow appropriate amount of time during selection process to ensure executive involvement.

Emergent Learning Maps   Data as of: 2001-May-23 03:05 EST

April Apprenticeship (MEDEIROS)

Initial map for Emergent Learners to practice using the EL Map WebTool. Framing topic: What one thing would make the biggest difference in increasing the effectiveness of our virtual meetings?

Emergent Learning Map™

Last Update: 18-Apr-2001 No: 2626, Draft

1. (CLEARY, 18Apr01)
   Virtual meetings are not as effective as face to face meetings
2. **Linked to** (KELLY, 18Apr01)
   Tools NetMeeting seems to be effective for team members who know how to use the technology, but valuable time is taken away from the call while getting others up to speed.
3. (MEDEIROS, 18Apr01)
   LL LnL People have LL questions in the moment of being in Livelink, which may be far away from a Monday noon LnL session.
4. (MEDEIROS, 18Apr01)
   LL LnL People may need greater context than just a "Livelink Q&A Session" to attract them to the session to learn more about the tool.
5. (THOMAS, 18Apr01)
   Focus and Leadership Virtual meetings are lacking well-rounded agenda (as opposed to F2F meetings) -- in part, this may be explained by a lack of clarity about the purpose of the meeting or the team in general (e.g., we won't commit or talk about actions if we don't know what's key or important or a priority). However, there may also be a sense of less accountability for effective management of people's time when it is not F2F.
6. (CONN, 18Apr01)
   Detecting attitude is important A fluid interaction with body language and mood is an important ingredient to virtual meetings
7. (SOURS, 18Apr01)
   Feedback The feedback and testing helped me to feel more comfortable with ELM
8. (SOURS, 18Apr01)
   Agenda Agenda keeps us all on track and creats an atmosphere where progress can be easily seen.

1. (CLEARY, 18Apr01)
   If we utilise video conferencing facilities then some of the body language communication will come through and they will be able to focus on the meeting removing some of the distractions that occur when attending a meeting from their desks.
2. (KELLY, 18Apr01)
   Tools If we train more people on how to use the tools/technology, then we will be more effective with using them.
3. (THOMAS, 18Apr01)
   Proactive Coaching & Feedback [1] If we actively invite "coaches" (recognized for their virtual meeting management skills) to our virtual meetings, the meeting managers or chairpersons could learn from fast feedback about managing virtual meetings. [2] If virtual meeting managers or chairpersons asked for feedback about the actual management of the meeting, they could improve their agendas and time management.
4. (MEDEIROS, 18Apr01)
   LL LnL If, in the next reminder for the LL LnL, I announce a 15 min. segment on a particular LL feature, I may get more attendees on the call.
5. (CHARI, 18Apr01)
   Agenda Prepare agenda
6. (CONN, 18Apr01)
   Sharing mood or attitude will help Either stating or seeing mood/add021itude/body language will help us get more done in virtual meetings
7. (SOURS, 18Apr01)
   Agenda If I create and distribute an agenda, then the attendees will be more apt to stick to the agenda, and we will accomplish more and avoid unproductive time.
8. (SOURS, 18Apr01)
   Feedback If we continue to ask for feedback, then we will be more likely to get it.

Conclusions	**Hypotheses**
Ground Truth	**Action Field**

1. (THOMAS,18Apr01)
   Managing for Results We are not making time for wrap up or outlining action items or next steps.
2. (CLEARY,18Apr01)
   Time taken on introductions reduces effective time for meeting topic.
3. (Docs) (WHITING,18Apr01)
   "Follow the Leader" By not putting page numbers on a power point presentation it is monumentally difficult to follow the leader.
4. (CLEARY,18Apr01)
   Attending a meeting without being able to see the other participants removes the body language communication channel.
5. (CLEARY,18Apr01)
   When attending virtually a lot of people also do their email in the background
6. (SOURS,18Apr01)
   Feedback The feedback received enabled us to test the tool.
7. (KELLY,18Apr01)
   Tools Used NetMeeting and Livelink to share documents.
8. (MEDEIROS,18Apr01)
   LL LnL From Jan. thru April average number of participants have been 3 attendees in LnLs and an average of 5-7 weekly calls for help outside of LnL.
9. (CHARI,18Apr01)
   Require Procedure and template Enables structured approach to capture Project Lessons Learned
10. (CONN,18Apr01)
    Attitudes On telephone-based virtual meetings, it is not possible "see" the attitude of attendees
11. (HAMILTON,18Apr01)
    Attendee Participation Group X representative is loud and certified as insane
12. (SOURS,18Apr01)
    Agenda Did not know where we were to stop, break times, etc.

1. (CLEARY,18Apr01)
   Tools Netmeeting Audio Bridges Meeting Manager Video Conferencing facilities
2. (KELLY,18Apr01)
   Process Team Meeting Weekly (and sometimes daily) process definition meetings.
3. (MEDEIROS,18Apr01)
   Livelink (LL) VirtuaLunch'n'Learns (LnL) CMA hosting weekly LL LnLs Monday at noon eastern
4. (CHARI,18Apr01)
   LL Procedure Weekly Status Call Review achievements and next steps
5. (CONN,18Apr01)
6. (CONN,18Apr01)
   Next Virtual Meeting Use the next virtual meeting to test whether stating or seeing mood helps the meeting
7. (SOURS,18Apr01)
   Need Agenda The next meeting will require an agenda to be published
8. (HAMILTON,18Apr01)
   Attendee Active Participation It is imperative that each Functional Group representative creates and approves the process documentation. Therefore, the meeting must have active and equal participation from each attendee
9. (SOURS,18Apr01)
   Feedback Feedback will be used to drive positive results.

Emergent Learning Maps   **Data as of: 2001-May-23 03:05 EST**

Business Owner Involvement(DIOSY)
Framing Question: How can we effectively work with the Business Owners to implement TTM in NIS?

Emergent Learning Map™

Last Update: 10-May-2000 No: 759, Draft

Conclusions

1. (Docs) (DIOSY,19Jun00)
Priorities It's a higher priority for them to bring in new business than attend a meeting related to TTM implementation.
2. (DIOSY,24Apr00)
Best practices They have an interest in learning better way to do business.
3. (DIOSY,24Apr00)
TTM Principles We do not need to provide them any TTM fundamentals information.
4. (DIOSY,24Apr00)
Delaying action Attempting to get all Business Owners toghether at one time only tends to delay/extend action time, which is opposite of TTM principles.
5. (DIOSY,26Apr00)
Receptivity It is still worth pursuing TM implementation commmunications with them.
6. (DIOSY,26Apr00)
Business Owner action Some business owner see more value in TTM than others..

Hypotheses

1. (DIOSY,26Apr00)
Approaching Business Owners If we approach each Business Owner individually we can make faster progress
2. (DIOSY,24Apr00)
TTM In-year Revenue Focus If we make TTM more focused on solving their immediate needs, ie in-year revenue, then they will place a highter priority on TTM implemenetation.
3. (DIOSY,24Apr00)
Target Assistance to their Needs If we provide information/assistance/help that is targeted to their issues, they will be more receptive.

Ground Truth

1. (DIOSY,24Apr00)
Spotty Attendance Attendance by Business Owners at past meetings with TTM Implementation Team has been spotty, inconsistent
2. (DIOSY,24Apr00)
Best practices A couple of the business owners requested to learn what the best practices are.
3. (DIOSY,24Apr00)
TTM Principles Working Knowledge In general, all the Business Owners have a reasonable level of working knowledge of the principles; some have more in-depth understanding than others.
4. (DIOSY,24Apr00)
Scheduling difficulties It is difficult to find a time that works for all the business owners and the TTM Implementation Team.
5. (DIOSY,24Apr00)
Receptivity When we have approached various Business Owners individually they have been receptive to working with us.
6. (DIOSY,24Apr00)
Business Owner Action The Business Owners have implemented to varying degrees the TTM principles.
7. (DIOSY,24Apr00)

Action Field

1. (DIOSY,26Apr00)
Discover Issues/Challenges A TTM Implementation team member contact each Business Owner individually to let them know we are available as a resource to assist them with implementing TTM and sharing best practice information. Meet with them 1-1 basis to discover their immediate challenges/issues/concerns.
2. (DIOSY,26Apr00)
Prep before Next Meeting with Bus Owners We should prep well before the next meeting of the TTM Implementation Team with the Business Owners, including understanding some of their major challanges, what issues they have (especially in-year revenue issues), etc, and tailor the TTM implementation to their most pressing current needs.

How do we grow IPT leader capability?(CHRISTOPHER)
How do we grow IPT leader capability in all areas of the business so that IPT leaders are
available when needed by the business?

Emergent **Learning** Map™

Last Update: 25-Apr-2000 No: 783, Draft

Conclusions

1. (CHRISTOPHER,27Apr00)
   Lack full understanding of capabilities Currently, we do not have a full understanding of the capabilities that are required for successful execution of the role. Assumption is made that people who have been good in project manager roles or functional leader roles will do well in IPT leader roles. IPT Leaders are often selected based on organizational hierarchy versus required capability.
2. (CHRISTOPHER,27Apr00)
   Reward is not consistent with Risk The IPT leader role has a huge responsbility attached to it and the IPT leader is accountable (per the TTM Model) directly to the FPMT. The rewards for this role do not fit the risk
3. Docs (CHRISTOPHER,27Apr00)
   Position not given respected by mngmnt We tend to not give the individuals the responsibility to do their jobs. Senior managers don't understand the IPT role.
4. (CHRISTOPHER,27Apr00)
   No process to build capability There is no explicit plan to build the capability across Nortel

Hypotheses

1. (CHRISTOPHER,27Apr00)
   If we identify and study some successful IPT Leaders (exemplars), we could refine the required skills, abilities, background, etc. and establish a more comprehensive capability profile.
2. (CHRISTOPHER,27Apr00)
   Barriers If we work with current IPT leaders and former IPT leaders to idetify barriers to success, we could establish plans to remove the barriers. Talk with individuals not taking on second assignment to learn if there is anything, that if changed would make them reconsider.
3. (CHRISTOPHER,27Apr00)
   What's in it for me If we identify and clearly communicate the career benefits of an IPT leader assignment, we will draw more interested candidates.
4. (CHRISTOPHER,27Apr00)
   Understand Sr. Managers Concern If we had a better understanding of Sr. Manager's view of the role, we could implement solutions to bridge the gaps.
5. (CHRISTOPHER,27Apr00)
   Ensure understanding of current rewards If we make sure Sr. Managers understand reward and recognition options that are currently available, they will be better able to reward the IPT leaders.

Ground Truth

1. (CHRISTOPHER,27Apr00)
   Difficulty in filling positionsPMT leaders and TTM primes have indicated that it is difficult to identify people for IPT Leaders Roles
2. (CHRISTOPHER,27Apr00)
   IPT leaders are not repeating Very few IPT leaders take a second assignment
3. (CHRISTOPHER,27Apr00)
   # of positions needed will be increasing As more businesses adopt TTM, more integrated project teams will be launched which will in turn require more IPT leaders.
4. (CHRISTOPHER,27Apr00)
   Individuals in the role are frustrated. Current IPT leaders indicate a feeling that they are not respected given the massive requirements of the role. People are made to be the scapegoat
5. (CHRISTOPHER,27Apr00)
   Challenging Role Individuals need to manage/lead a team of people that do not formally report to them. They have to interface to several organizations and the customer. This role has to manage the end-to-end business for a given product.

Action Field

1. (CHRISTOPHER,27Apr00)
   Identify Exemplar IPT Leaders Work w/ PMT leaders and implementation primes to identify a pool of exemplar IPT leaders who we can study to establish a comprehensive cpability profile.
2. (CHRISTOPHER,27Apr00)
   Develop Capability Profile Based on study of exemplars, develop and communicate the required capabilities
3. (CHRISTOPHER,27Apr00)
   Hold Focus groups to Identify Barriers Hold focus groups with current and former IPT leaders to identify barriers to success. Use emergent Learning Map to establish plans to remove the barriers.
4. (CHRISTOPHER,27Apr00)
   Hold Focus Group w/ Sr. Managers Hold focus groups with Senior managers to better understand their issues and concerns with the IPT leader role. We can use an emergent learning map to determine actions from the focus group outputs.
5. (CHRISTOPHER,27Apr00)
   Communication of Reward Framework We will communicate the current Reward and Recognition framework to all PMTs and ensure that they understand that it is the PMT (not the functional groups) that reward and recognize IPT leaders and IPTs.

Emergent Learning Maps   **Data as of: 2001-May-23 03:05 EST**

Improve virtual team effectiveness(COLONNA-ROMANO)
How do we improve virtual team effectiveness. Alex Conn & JCR

Emergent
Learning Map™

Last Update: 24-Apr-2001 No: 2775, Draft

1. (COLONNA-ROMANO,24Apr01)
   We already work well together
2. (COLONNA-ROMANO,24Apr01)
   self-reliant: Good: we can do just about anything, not-so-good: we don't take advantage of external skills/value
3. (COLONNA-ROMANO,24Apr01)
   Took too long to develop the most recent solution because of the amount new technology needed to get the job done
4. (COLONNA-ROMANO,24Apr01)
   Change Strategy Takes too long for major changes to strategy, e.g. switch technology or tools
5. (COLONNA-ROMANO,24Apr01)
   Base technology focus We hadn't focused on certain base technologies (Solaris, Oracle, Java, JSP, report writing tools) needed for this type of solution
6. (COLONNA-ROMANO,24Apr01)
   Project Roles Individual project roles were not clear

1. (CONN,24Apr01)
   Cutting Edge If we keep up-to-speed on technologies then we will be more prepared to respond to customer proofs of concept in a timely manner
2. (CONN,24Apr01)
   Avoid traps If we use expertise/resources outside of the group to evaluate technology choices then we will realize and avoid dead-ends faster.
3. (COLONNA-ROMANO,24Apr01)
   Mentor each other If we spend the time to train/mentor each other in the skills we learn independently then we can team on multiple facets of the project and develop the solution more quickly
4. (COLONNA-ROMANO,25Apr01)
   Identify roles If we more clearly identify project roles early then we could more effectively distribute the work load and plan for joint efforts

Conclusions

Hypotheses

Ground Truth

Action Field

1. (COLONNA-ROMANO,24Apr01)
   We have worked together for several years
2. (COLONNA-ROMANO,24Apr01)
   Traditionally we have brainstormed the overall picture/architecture as a group
3. (COLONNA-ROMANO,24Apr01)
   Team has complementary skills
4. (COLONNA-ROMANO,24Apr01)
   Previously detailed implementation work was done either individually or in pairs
5. (COLONNA-ROMANO,24Apr01)
   Frequently bounce ideas and review each others' work Ego-less critiquing
6. (COLONNA-ROMANO,24Apr01)
   Frequently out-of-band review/discussion of progress/attitudes towards project strategy/progress
7. (COLONNA-ROMANO,24Apr01)
   The group is self-reliant

1. (CONN,24Apr01)
   Next Proof of concept Test our ability to pull all the pieces together with minimal need to learn about emerging best practices and the best choice of the latest tools
2. (CONN,24Apr01)
   Trade Show Demo Work together to create the trade show demo
3. (CONN,24Apr01)
   NARS Charts Work together to prepare the Network Accounting and Reporting System (NARS) charts including business case, architecture, and design components.

Emergent Learning Map™

Mars Exploration, 1999 ()
This is what NASA might have constructed as a map at the end of last year. If you were Dan Goldin (NASA administrator), what would you do to ensure future mission successes?

Last Update: 01-Jul-2000 No: 1256, Draft

Conclusions

1. (DARLING,01Jul00)
   1997 "Faster, better, cheaper" works!
2. (DARLING,01Jul00)
   1999 "Faster, better, cheaper" works...people to death!
3. (DARLING,01Jul00)
   Scientists say... "Mistakes are happening not just because we're faster, but because we're working nights and weekends and even then we're not keeping up."
4. (DARLING,01Jul00)
   Dan Goldin (NASA administrator) says... "The agency didn't do enough training, as older staff retired and budgets were slashed."
5. (DARLING,01Jul00)
   NASA review says... "Inadequate training, lack of communication among staff, failure to follow procedures."
6. (DARLING,01Jul00)
   Senate says... "The real culprit may be management."

Hypotheses

1. (MARRINER,08Sep00)
   Experience Counts Retain older, experienced staff to train new employees and avoid mistakes/oversights. This will ensure a continuous knowledgeable team.
2. (DRIVER,08Sep00)
   Training on procedures If we were to improve the effectiveness of training our staff on procedures, then we should reduce mistakes.
3. (SPOONER,08Sep00)
   Management has lack of focus on manpower utilization and training importance
4. (PAGE,08Sep00)
   Need a comprehensive training and development & succession plan to ensure adequate preparation of succession candidates
5. (MEDEIROS,08Sep00)
   Training & Communication Plans If we implement consistent training and communication plans prior to next mission(s) we'll be less likely to lose landers!
6. (BOWLER,08Sep00)
   Create 'core' and 'options' If one Establsih a core development team with sub-teams developing the individual specialist attributes ...then the skills are retained in smaller teams and more easily defined as standards and communicated
7. (MUEGGE,08Sep00)
   Stronger portfolio management would improve trade-off decsions. Don't over extend. If the budget and resources aren't there, cut programs appropriately.
8. (Docs) (KIELY,08Sep00)
   Test for Pam Kiely Test for PK
9. (KIELY,08Sep00)
   Working with Lessons Learned Repository GOH FAST participants want information readily available in an easy-to-access form.

Ground Truth

1. (DARLING,01Jul00)
   1997 Mars Pathfinder succeeded in taking photos from the surface of Mars. Big PR win!
2. (DARLING,01Jul00)
   1997-1999 Space shuttle flights delayed.
3. (DARLING,01Jul00)
   1998-1999 (approx) Hubble telescope temporarily shut down.
4. (DARLING,01Jul00)
   1999 Mars Orbiter lost because technicians failed to convert English to metric. Took Orbiter too low into Martian atmosphere.
5. (DARLING,01Jul00)
   1999 Mars Polar Lander disappeared. Problem may have been frozen fuel lines. NASA identified and thought problem was fixed before launch.
6. (DARLING,01Jul00)
   Cost of failure Orbiter and Lander together cost $290 million.
7. (DARLING,01Jul00)
   Space scientists complain that budgets, schedules and staff are being squeezed too tightly

Action Field

1. (DARLING,01Jul00)
   30 March, 2001 Mars Surveyor 2001 Orbiter
2. (DARLING,01Jul00)
   2001 Mars Surveyor 2001 Lander and Rover (cancelled)
3. (DARLING,01Jul00)
   May, 2003 Mars Surveyor 2003 Orbiter and Lander
4. (DARLING,01Jul00)
   1 June, 2003 Mars Express Orbiter and Lander
5. (DARLING,01Jul00)
   July, 2005 Mars Surveyor 2005 Orbiter
6. (DARLING,01Jul00)
   July, 2005 Mars Surveyor 2005 Lander

squeezed too tightly.
8. (DARLING,30Aug00)
   2000 This just in: Mars Orbiter Surveyor finds evidence of surface water!

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Marc & Ravi Exercise #2 (WHITING)
Balanced Score Card

Emergent | **Learning** Map™

Last Update: 23-Apr-2001 No: 2695, Draft

1. (CHARI, 23Apr01)
   Business Focus on Finacial Metrics: Orders, Revenue, GM, SG&A and EBT
2. (WHITING, 23Apr01)
   Develop & measure Metrics for 4 aspects to measure performance of business unit
3. (WHITING, 23Apr01)
   Systems Galore! Time is reported using PSI in the Americas, Nortime is used in EMEA and mulitple systems are used in Asia-Pac.
4. (CHARI, 23Apr01)
   Continious improvement:
5. (WHITING, 23Apr01)
   Employee Utilization metrics requires a uniform defintion mandated across GPS to each region and global practice of what hours are to be included for utilization calculations.

1. (CHARI, 23Apr01)
   Benchmarking: Enable the business unit to set goals
2. (CHARI, 23Apr01)
   Best practices: will provide guidlines for actions and directions
3. (WHITING, 23Apr01)
   Time Reporting Procedure and Policy Creation of a uniform Global Policy and Procedure in GPS bridges the gap in how time related data is reported in GPS from a global aspect.
4. (CHARI, 23Apr01)
   Metrics development: specific measures would be required
5. (WHITING, 23Apr01)
   Employee Utilization metrics Defnition must be created by the executive cabinet in GPS to insure accurate reporting of employee utilization.
6. (CHARI, 23Apr01)
   Continious improvement: Fine tune metrics based on business performance score

Conclusions

Hypotheses

Ground Truth

Action Field

1. (WHITING, 23Apr01)
   4 aspects to the Balanced Scorecard The aspects are Financial, customer related, Process, and Learning & Growth
2. (WHITING, 23Apr01)
   Employee Utilization is defined differently in each region.
3. (CHARI, 23Apr01)
   Present status not balanced: Primary focus on finacial aspects.
4. (WHITING, 23Apr01)
   Time is reported differently Time is reproted using a different policy and procedure in each region and global practice.

1. (WHITING, 23Apr01)
   Generate procedures and policy's Generate Global policys and Procediures in GPS to solicit uniform data regarding each metric from the Global practices and regions.
2. (Docs) (WHITING, 23Apr01)
   Create a Time Reporting document Create a document mandating a GPS policy and procedure for data associated with time reporting
3. (WHITING, 23Apr01)
   Metrics: define and create specific metrics for each of the 4 aspects
4. (Docs) (WHITING, 23Apr01)
   Employee Utilization reporting defintion obtained from executive cabinet and mandated in the GPS Time reporting Policy ensuring accurate employee utilization metrics.
5. (MEDEIROS, 25Apr01)
   Execs get weekly financials update
6. (MEDEIROS, 25Apr01)
   Execs get monthly ScoreCard Updates

     Emergent Learning Maps   Data as of: 2001-May-23 03:05 EST