



Performance Through Learning

Using a Knowledge Management Framework



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Intent

- What is KM to you?
- KM in the Army: Is this relevant to you?
- KM from experience
- A KM model
- World Café—What can you do?
- After Action Review

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What is KM to YOU?

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An example

“What does the Army know about hurricane clean up?”



John Henderson, 1966

What is knowledge management?

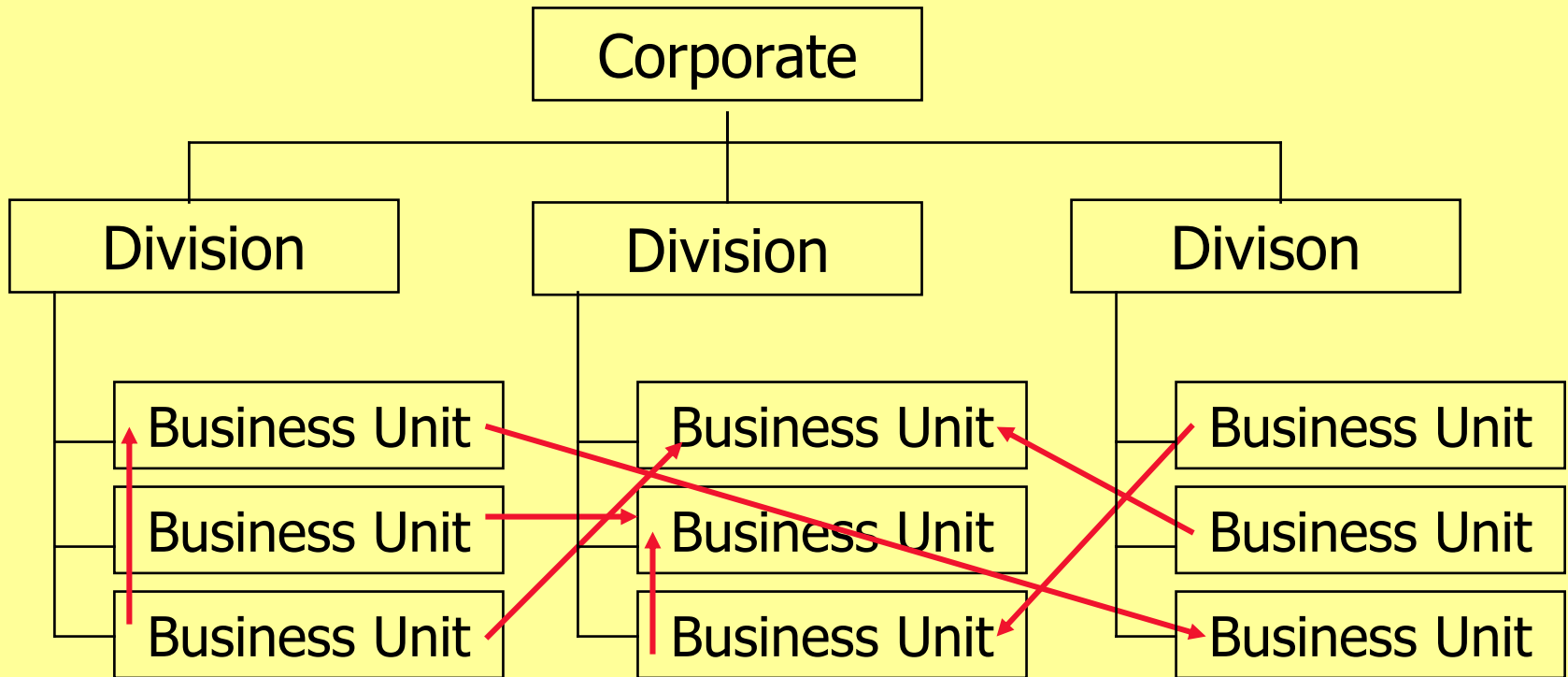
- Systematically and routinely
 - Learning what you know
 - Learning what others know
 - Learning what the organization knows
- Organizing and disseminating these **learnings** effectively and simply
- Applying these **learnings** to new endeavors to save time, money and make better decisions

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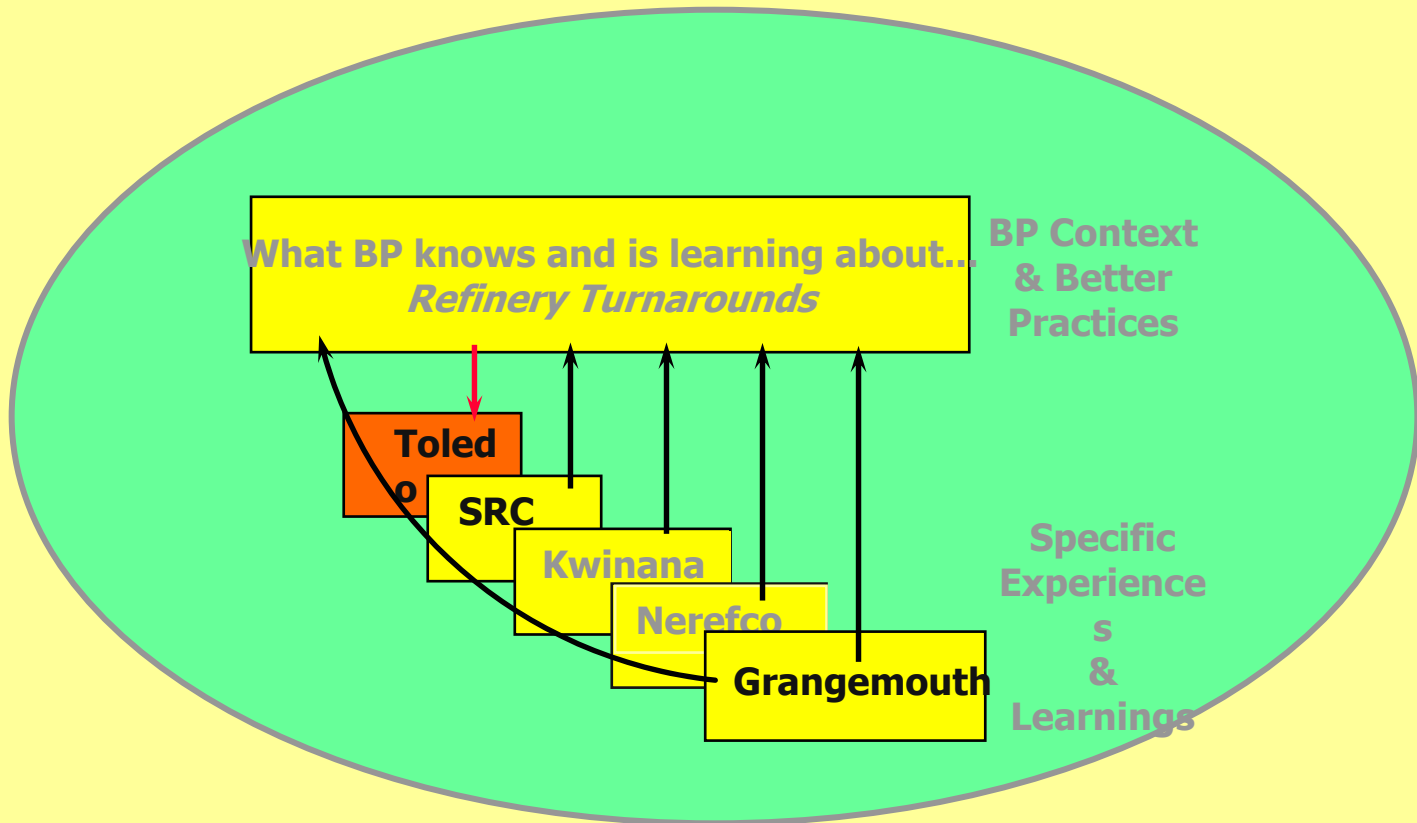
Knowledge Management Goals

- Make all successes repeatable
- Never make the same mistake twice
- Don't reinvent the wheel
- Shorten the learning curve
- Make all decisions with complete organizational knowledge

How an organization benefits from KM



Compounding the value of knowledge



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Nerefco

“... we finished 9 days shorter than the previous one with 20 percent less cost and an extension of the turnaround interval from 4 to 4.5 years.”

Cees van Dongen, Operations Manager

Nerefco benefits

- “We finished 9 days shorter than the previous one”
= **\$2.4m**
- “with 20 percent less cost,”
= **\$3m**
- “and extended turnaround interval from 4 to 4.5 yrs”
= **\$4.2m**

Total impact = \$2.4m + \$3m + \$4.2m = 9.6m

Quotes from the field

- I thought I needed to be the expert and felt threatened at first. After a few AAR's I felt comfortable that the guys appreciated using their ideas and we became a team. **Supervisor**
- Before the AAR, they didn't feel like they were a team; After a few AAR's they became one. **Boilermaker**
- I have been doing this work for 20 years, and no one has ever asked me what I thought before; so it was a change. **Boilermaker**
- We are now doing a Before action review in the mornings. **Supervisor**

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Key employee syndrome

Issue

- All knowledge of key system resides with 2 employees

Solution

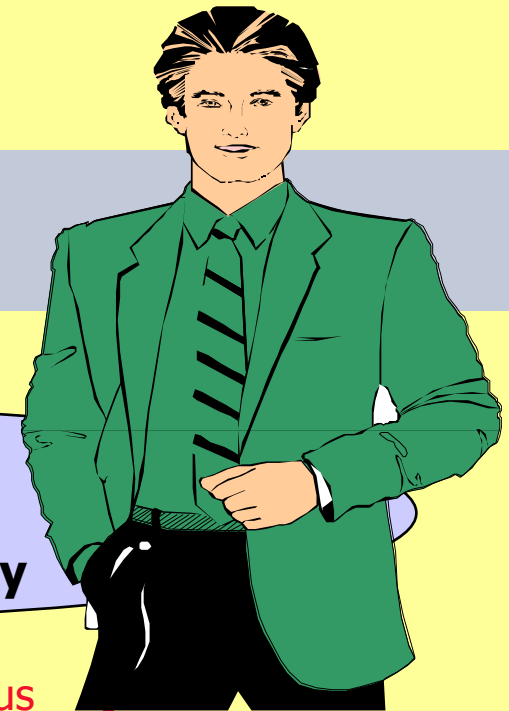
- Capture, distill, validate, transfer knowledge

Dividends

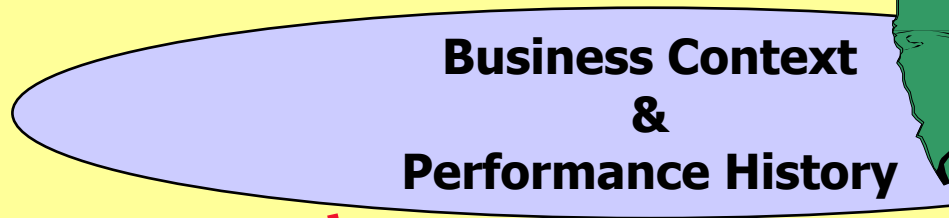
- Decreased production time
- Improved accuracy

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Knowledge architecture



Knowledge Asset



Communities of Practice

Access & Apply

Continuous Learning

Validation & Renewal

Business Units/
Teams



Learn before

Leveraging & Using Knowledge

Learn after



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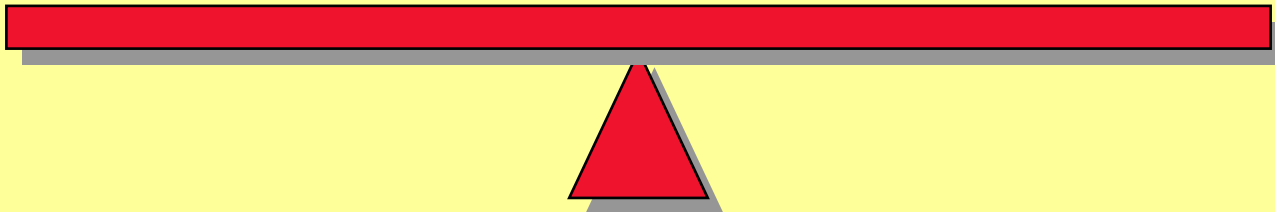
Achieving Balance

Connect

- Corporate
Yellow
Pages

Collect

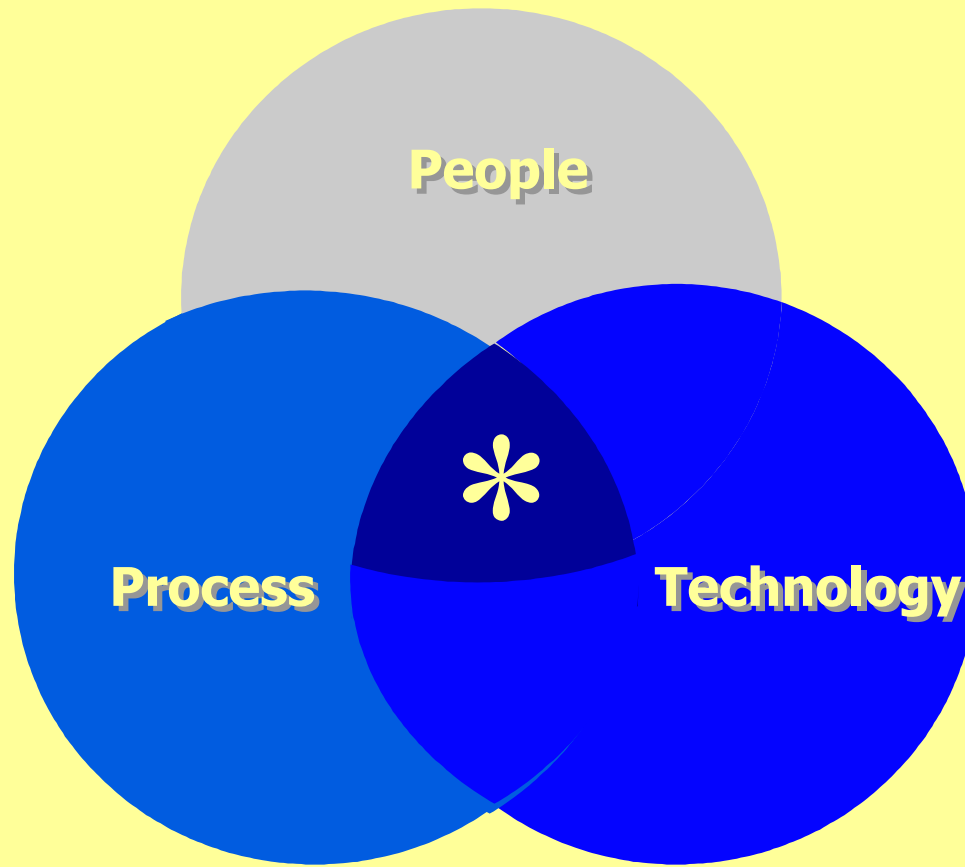
- Databases
•Document
Management



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Where we operate



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WORLD CAFE

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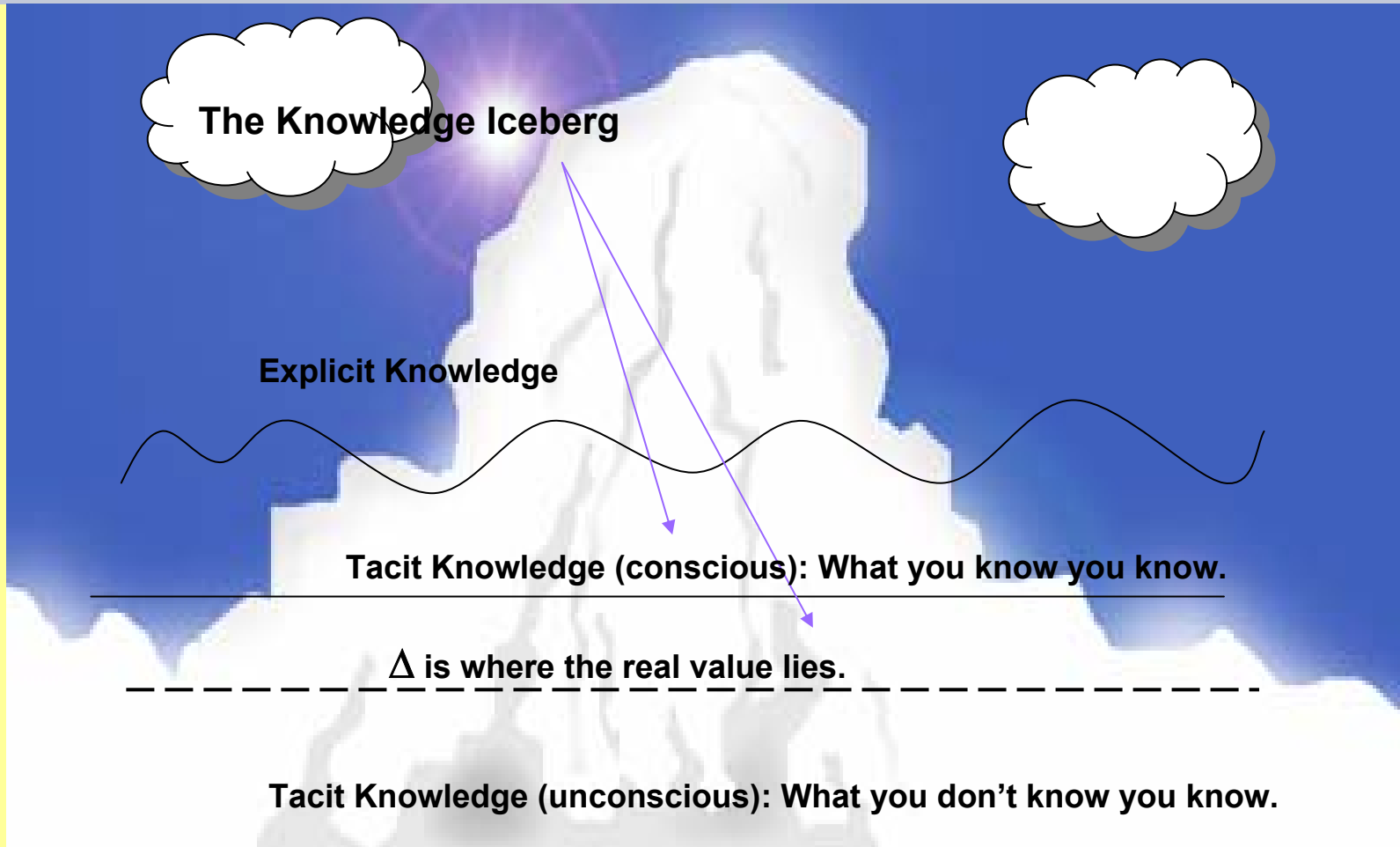


After Action Review



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Quest for knowledge



Peer Assist – Learning Before

- Targets a specific and significant issue.
- Structured, facilitated meeting to share experiences, insights and knowledge with the inviting team *before* a project.
- Results in improved approaches and new information areas to explore.
- A fast way to start delivering business benefits from organizational Knowledge

After Action Review – Learn During

- Short meeting to answer 4 questions:
- What was supposed to happen?
- What actually happened?
- Why were there differences?
- What would you do differently next time? What can we learn?

Optimizes knowledge capture *during* a project.

Lessons Learned Meeting – Learn After

- All heads knowledge capture event *after* a project.
- Structured and facilitated meeting – 2 hours to 2 days.
- Identifies valuable lessons learned.
- Documented resource for others with similar projects.