An

Infopeople

Webinar

Wednesday
December 13, 2011

12 noon—1:00 p.m.
Pacific

WHAT WILL HAPPEN WHEN I'M GONE:
ENSURING KNOWLEDGE TRANSFER TO YOUR SUCCESSOR

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AGENDA

- Why this topic?

- Explicit information—formal knowledge

- Implicit information—informal knowledge

- How organizations capture and share knowledge

- Ways that individuals share what they know—what can you do?

CHAT: WHO'S HERE?

- Library Directors

- Supervisors

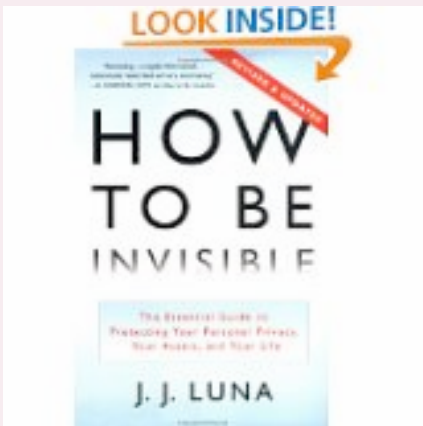- Front-line Staff

- Students

- Other

POLL:

Choose all that apply
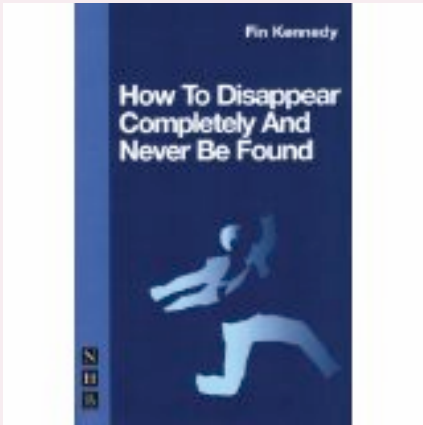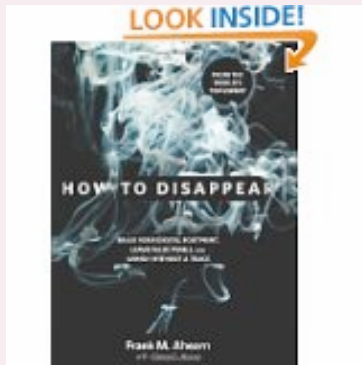
- I'm planning to retire within 5 years

- I work with someone who's planning to retire soon

- Our library has downsized and we've felt the loss of the knowledge people have taken with them

"If a person had a memory like the average organization, we would think he was very stupid, or suffering from a neurological disorder. Organizations routinely "forget" what they have done in the past and why they have done it."-- Jeff Conklin

HOW TO
DISSAPPEAR
DISSAPPEAR
DISSAPPEAR
DISSAPPEAR
DISSAPPEAR
DISSAPPEAR
DISSAPPEAR
COMPLETELY
AND NEVER BE FOUND
By Doug Richmond

How to
Disappear
Completely and
Never Be Found
by Chuck
Klosterman

LOOK INSIDE!

How
to
Disappear
the world's #1 guide to disappearing

Frank M. Ahearn & Eileen C. Horan

LOOK INSIDE!

HOW TO DISAPPEAR

Frank M. Ahearn

LOOK INSIDE!

HOW TO DISAPPEAR COMPLETELY and NEVER BE FOUND

SARA NICKERSON

Fin Kennedy

How To Disappear
Completely And
Never Be Found

LOOK INSIDE!

HOW
TO BE
INVISIBLE

The Essential Guide to
Protecting Your Personal Privacy,
Your Assets, and Your Life

J. J. LUNA

POLL:

- How confident are you that your library will be able to capture the important pieces of organizational knowledge and memory you and your colleagues possess before it walks out the door with you?

  - Not at all confident

  - Somewhat confident

  - Very confident
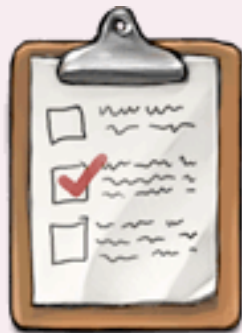
THE AGE OF THE KNOWLEDGE WORKER

"Knowledge work requires continuous *learning* on the part of the knowledge worker, but equally continuous *teaching* on the part of the knowledge worker."—Peter Drucker

EASIEST TO SHARE: EXPLICIT KNOWLEDGE

- Skills needed, especially for complex or unique tasks

- The first thing you think of when training someone to do the job

ESSENTIAL PROGRAM KNOWLEDGE

- Critical for the work, product, or organization to move forward?

- Relevant for the future?

- Unique—do few people possess the knowledge?

TOOLS FOR TRANSFER

- Preserve documents

- Write manuals

- Enhance tools you already use
  - Calendar or tickler file
  - Examples of critical reports with your work papers
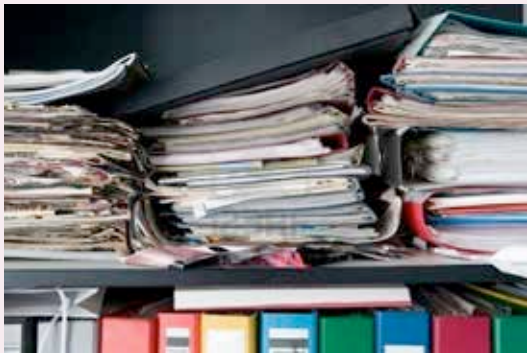
What We Usually Do	Try This

THINGS TO THINK ABOUT

- Where is the organization vulnerable when you leave?

  - Example: Toledo-Lucas County's *collection snapshots* for special collections

- Leave room for new ideas from an incoming generation

CHAT:

- Name one kind of explicit or task knowledge you would share with your successor. What would they need to know how to do that no one else would be able to tell them about in any detail

HARDER TO SHARE: IMPLICIT OR TACIT KNOWLEDGE

- Informal organizational knowledge that lends context
  - Experience, stories, impressions, creative solutions
  - Relationships that help get work done
    - Inside the organization
    - Out in the community

SOME EFFECTIVE WAYS TO SHARE

- Collaboration

- Shadowing

- Storytelling

CHAT

- Name one kind of implicit or contextual knowledge that your successor would find useful.

BEST PRACTICES OF ORGANIZATIONS

- Performance reviews

- Mentoring programs

- Teams with a balance of experienced and newer staff

- Wiki or intranet to document procedures and policies

- Staff meetings used for problem-solving

- Exit interviews

MORE BEST PRACTICES

- Identify Subject Matter Experts and develop an individualized plan for knowledge transfer

  - Who do others go to in a crisis?
  - Who has a long-term corporate memory?
  - Who is doing a one-of-a-kind job?
  - Who has a unique set of skills and knowledge?
  - Who carries the ball on major projects?

- Contract with key departing employees to come back and coach their successors

 - Montgomery County (MD) Government Knowledge Transfer Contracts

USING TECHNOLOGY AS A TOOL

- Shell Oil's ROCK project (Retention of Critical Knowledge)
  - Make and **index** video interviews with retiring employees

- Vancouver (BC) Public Library
  - Video interview with retiring City Librarian Paul Whitney on Facilitating Change

CHAT

- What is already going on in your organization that supports the transfer of knowledge?
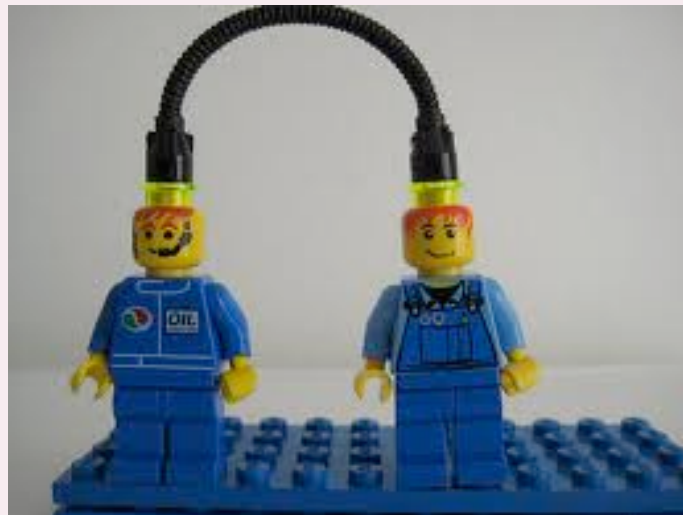
WHAT CAN ONE PERSON DO?

- Recognize that leadership change is an opportunity to revitalize the organization

- Focus on information that informs future decisions

- Develop your plan:

- And what will the consequence be of not sharing?

INCLUDE OTHERS, NOT JUST YOUR SUCCESSOR

- Introduce staff to your key community contacts

- Tell stories about organizational values that include the people in the room, and get them to share their stories

- Timeline with library milestones, with everyone's hire date and plenty of space for the successor
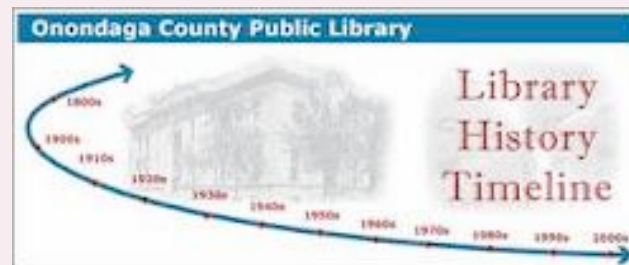
CHAT

- What is the most powerful next step you can take to ensure that what you know, stays?

- Handout: Developing Your Plan
  - Include your most powerful next step, and other ideas you heard

QUESTIONS?

HANDOUTS

- Developing Your Plan
- Resource List

THANK YOU!

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