Debunking the Myths of Knowledge Transfer

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What did the Knowledge Continuity project seek to do?

- Find effective knowledge transfer approach
- Respond to the questions:
  - How do we keep the knowledge once people leave?
  - Once captured, how can knowledge become pervasive?

Along the way, we discovered some beliefs that turned out to be myths
Myth #1:

To assure knowledge is pervasive and persistent; the key is to capture the knowledge for reuse
Knowledge does not achieve persistence by merely being captured
Myth #2:

It is easier to transfer knowledge from one person to another than to transfer knowledge to a group.
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Myth #3:

It is counter-productive to include people with no expertise in the process. They will slow the team down.
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Myth #4: Experts are the best people to identify critical knowledge
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So, what was our result???
Team Structure

- Expert
- Nex’pert
- Practitioner
Process

ID Critical Knowledge
Expert Team Members

Transfer Knowledge
Team

Capture Knowledge
Expert Nex’pert Practitioner

Apply Knowledge
Nex’pert Practitioner
Results

• 300+ teams since 2008
• 1000+ people using the process
• GWU Study in 2010-2011
  – Unique team structure and robust process add great value to knowledge transfer program at LMC
  – Artifacts created during the KC process rated valuable to highly valuable
  – “The KC program has the potential for making a significant positive impact on business results enterprise-wide.”