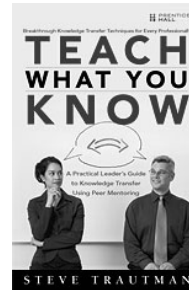


Improve Knowledge Transfer through Peer Mentoring

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Success Stories

- Electronic Arts (EA) – rapid growth affects productivity, quality and morale
- US Army MIST Testing Lab – retiring worker's departure shuts down a department
- Microsoft Summer Interns – good peer mentor = successful experience
- Copper Mine – reduce safety issues and improve attrition numbers

The Need

- Onboarding new employees faster
- Sharing best practices
- Kicking off new projects and adding resources to existing projects
- Retiring workers with singular/critical/unique knowledge
- Cross-training to improve flexibility
- Reducing the impact of mid-career transitions
- Speeding recovery after reorganizations, mergers and acquisitions
- Entering new markets and launching new products

Barriers

- I don't have enough time
- I don't know what to share or teach (I know too much)
- I don't want to transfer knowledge (because you'll lay me off or make me retire)
- I don't know what the new person needs to know
- We don't get rewarded for knowledge transfer and there are no sanctions for not doing it.
- I don't know how to transfer knowledge or even where to begin
- Those younger/newer employees don't want to learn (learning styles)
- My organizational culture does not support KT

9 Steps to Transfer Knowledge

Setting the stage

1. Define roles of manager, peer mentor, apprentice
2. Set expectations for relationship, including measurable goals and priorities
3. Clarify rules of engagement including best ways to interrupt, ask questions and send email

9 Steps - Managing the flow

4. Develop a measurable plan for knowledge to be transferred
 - What to know how to DO
 - Questions to PROVE a level of understanding
 - Where to find RESOURCES

Sample Training Plan

Skill / "Do Statement"	Sequence	Success Measure / "Test" Be able to explain:	Accomplish By	Resources
Participate in the Concepts sign-off		<ul style="list-style-type: none"> • The steps in the process and why each is important • The relevance of this process to my job • Who is/should be involved/affected/consulted and why • The top 3 things that often go wrong • The top 3 best practices for this topic 		
Describe the boundaries and creative solutions for the concept phase		<ul style="list-style-type: none"> • The relevance of this process to my job • Who is/should be involved/affected/consulted and why • The top 3 things that often go wrong • How to escalate a problem or a crisis in this area • 3 best practices for this topic 		
Create a Visual Style Guide		<ul style="list-style-type: none"> • The relevance of this tool/process to my job • The steps in the process and why each is important • What standards exist and how rigorously they are applied 		

9 Steps - Managing the flow

5. Create an outline for discussion in 5 minutes
6. Deliver a technical demonstration in 6 steps
7. Teach with deference to learning styles

9 Steps - Following Up

8. Ask assessment questions to confirm transfer of knowledge
9. Give peer appropriate feedback

Your Role

- What role can you play in supporting knowledge transfer?
 - Take out the mystery! Provide language to define roles, expectations and methodology
 - Provide regular training, consulting and ongoing support to make this part of your culture.
 - Help analyze the risk and then support systems to methodically reduce the risk.
 - Find a place to apply these ideas as a pilot and build some success stories
 - Measure and report on the results

Metrics

- How can you measure the success of the KT effort?
 - Reduce ramp up to productivity
 - Reduce turn-over from burnout
 - Develop a known pipeline of next generation leaders/managers
 - Reduce rework stemming from lack of skills
 - Reduce risk by methodically replicating skills of at-risk workers
 - Improve morale because communication is better and expectations are clear

Motivating Peer Mentors

- How do you motivate people to share and transfer knowledge effectively?
 - How do I deal with the problem of having a lone expert who doesn't want to teach?
 - What are the kinds of recognition and rewards that motivate people to become mentors?
 - How can I change my organizational culture so that it supports KT?

Questions?

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