

CHAPTER

1

KNOWLEDGE JAM RATIONALE: SOLVING THORNY PROBLEMS

“Knowledge Jam Rationale,” describes three thorny knowledge-work problems—“knowledge blind spots,” “knowledge mismatches,” and “knowledge jails.” Knowledge Jam responds to these by insisting on more intentional prioritization and planning, by involving knowledge seekers in choosing and surfacing knowledge relevant to them, and by having a “put-knowledge-to-work” step (not just a repository). I’ll teach you the Knowledge Jam process in Chapter 2, and then expand on Knowledge Jam’s three disciplines in Chapters 3 through 5; then in Chapter 6 I’ll see where Knowledge Jam rejuvenates the manager plagued by thorny problems into a “Bespeckled, Married, Emancipated” hero.

“I could speak volumes about the inhuman perversity of the New England weather, but I will give but a single specimen. I like to hear rain on a tin roof. So I covered part of my roof with tin, with an eye to that luxury. Well, sir, do you think it ever rains on that tin? No, sir; skips every time.”

SAMUEL CLEMENS (MARK TWAIN), AT THE NEW ENGLAND SOCIETY’S SEVENTY-FIRST ANNUAL DINNER, NEW YORK CITY¹

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Being able to leverage and quickly act on knowledge is the key to your competitiveness—whether you are a for-profit business, a non-profit organization, a nation, or a network. Insights into better manufacturing processes could improve cycle times and position the organization for cost leadership. Marketing insights could point to creative strategies or product attributes that could help to differentiate the brand. Engineering know-how resulting from solving yield problems in one part of your organization could improve manufacturing efficiencies in your other divisions.

But these nuggets only contribute to competitive advantage when there is some effective mechanism for transferring the knowledge. More, such nuggets contribute to *sustainable* competitive advantage only when we can put know-how to work across the organization just in time. That's when the process and culture are in place. Then we're fit to pivot and respond to opportunities, while anticipating change. Many organizations fail to take advantage of their employees' knowledge or that of the groups with which they collaborate (their networks). Consider these lost opportunities:

Markets

Savvy customers with ever more accessible price and product information negotiate down our margins and demand rapid product enhancement. Even though we know that timely innovation correlates with corporate profits, we often don't make sense of the new product, market, or channel information that streams across our customer interactions. We realize that insight resides in those of our employees or partners most involved with customers, but only the most agile companies tap it before the market or the competition makes sense of it before we do. For example, airline phone reps may observe that harried flyers changing flights anger because agents ask the same questions each time they change a flight. If only website designers could craft a form that could eliminate the first ninety seconds of the call, flyers would not complain or leave, and millions in service costs could be saved.

Processes

Organizations face price pressure from competitors with lower labor, materials, capital, and transactions costs. For example, engineers tell us that spreading best practice procurement and production processes reduces operations costs. However, we struggle to discern what the best practices are. Seasoned managers are increasingly scarce (due to retire-

ments, layoffs, transfers, and simply overextension). Meanwhile, bits of process knowledge are diffused among many distributed team members, scattered across the organization's divisions or functions—or even across the supply chain.

Networks

Organizations are interdependent (for example, in expanding markets, cleaning rivers, restoring fish stocks, or reducing carbon emissions). We sense that problems can only be solved collectively, that is, with diverse departments, diverse companies, diverse communities, or diverse nations. However, interpreting multi-organizational problems is often like swimming in brackish water—we can't see the weeds until we are in them. We feel the presence of other players or policies that obstruct or amplify our actions, but only after time has passed. We struggle to navigate through this murky mix, to understand who's acting, when, and how the whole system behaves.

In short, as employees, market players, and citizens, we need more timely and efficient approaches to take in and make use of know-how.

WHAT'S NOT WORKING?

Time-worn knowledge “capture” programs—such as “post-mortems,” after action reviews, “lessons learned,” or automated “document-authoring”—often fail because the know-how captured is not representative of experience, is incomplete (or complete at the wrong detail level), or doesn't get into the right hands. In the rare cases when a capture “event” results in an idea hand-off and a document, the “lessons-learned” fail to inform other teams or divisions without heroic efforts by motivated networkers or by desperate learners.

For example, a team that built a series of four department websites in just six weeks did a post-mortem on the remarkably accelerated process. They spent fifteen person-hours filling a spreadsheet with best-known-methods (“BKMs”). But the spreadsheet failed to inform any other web team (and, ironically, the originating team, themselves). It was difficult to find the final version in the repository, and even when anyone did, he would find that it was labeled with a specific technology version that was being phased out. You'd have to be pretty curious to open it up and dig for the more enduring messages.

Some claim technology, like crawlers and recommendation engines, can solve this thorny problem. But many a KM manager will attest that

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simply installing technology to bind together people doesn't guarantee knowledge quality, relevance, or durability. Our tools may very well make us stupid. With ever more abundant technology (like social media, which I'll be redeeming later!), people are less and less inclined to reflect on and document know-how except in the provincial ways, without considering novel future applications. In modern collaboration-rich environments, we run the risk of operating under the fallacy that all useful truths will float to the "top of the feed" in the course of our blogging, Yammer-ing, or online conversations.

Why are none of these approaches working? After more than a decade of trying, most organizations have two troublesome knowledge issues unresolved.

1. They fail to surface *usable* know-how.
2. They fail to *circulate* what they have to those who need it, where they need it, when they need it.

This was Prusak and Jacobson's premise in 2006 when, at Babson College, they studied knowledge transaction costs for 200 knowledge-workers at US Defense Intelligence Agency, Battelle, Educational Testing Service, and Novartis.² The researchers measured the entire knowledge-transaction process, starting from the knowledge-seeker's initial search for experts, then to their negotiating time with those sources, next to their asking or eliciting knowledge, and, finally, to their actually adapting that knowledge to a new problem.

Tellingly, they found that 38 percent of the seeker's time, on average, was spent drawing knowledge out of experts. Then another 46 percent of the time was spent figuring out how to make use of knowledge in a new setting. The remaining 16 percent—a small share of the knowledge transaction time—was identifying and getting to the experts. Figure 1.1 captures this as a timeline.

In one study I conducted for a financial services company doing information technology projects, knowledge transaction costs for U.S. employees working in the United States were in the range of fifteen hours (approximately two person-days per knowledge-seeking event) across the spectrum from searching, through negotiating, through asking, and through translating/adapting. That number went up to two and one-half weeks (thirteen person-days) for India employees working in India on U.S.-based IT projects. Consistent with Prusak and

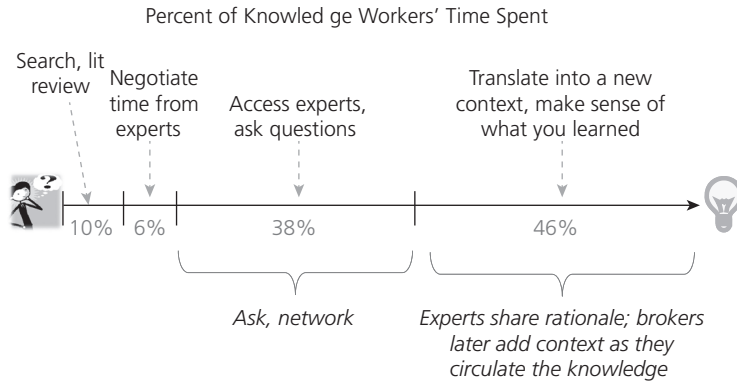


Figure 1.1. Knowledge Transaction Time Breakdown

Data reprinted by permission of *Harvard Business Review*. Percentage of Knowledge Workers' Time Spent from "The Cost of Knowledge" by Al Jacobson and Laurence Prusak, *Harvard Business Review*, November 2006, reprint F0611H. Copyright © 2006 by the Harvard Business School Publishing Corporation; all rights reserved.

Jacobson's study, the gap was due largely to the fact that India employees found it difficult to efficiently inquire with their virtual colleagues (for example, about product specifications or code modules), and they had a tough time applying the Americans' ideas to their unique situation in India. For example, U.S. teams referred frequently to a large U.S. initiative that had been cancelled, and for which few had good documentation. Indian knowledge-recipients would have to seek out the often overworked, beleaguered developer who knew about the dependencies between the initiatives and who could articulate the impacts today. Then the Indian teams would have to figure out what code might be impacted locally back in Bangalore.

Such an analysis is concerning. Why are we putting a lot of our time and energy into not-so-productive interactions? From Prusak and Jacobson and my own experience, it appears that organizations fail to share "hidden" know-how because they start with three faulty assumptions:

1. Managers think they know where the knowledge with the highest economic value resides. They believe that simply pointing

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- knowledge-capture resources (tools, interviewers) at smart people or teams will yield good know-how for solving future problems;
2. Knowledge-originators (experts or teams) think they can accurately predict what subjects or topics or context will be important to potential knowledge-seekers; and,
 3. Managers assume that knowledge-seekers are known, or in-waiting (for example, trolling the repository, perusing the blog, or subscribing to the system), and would voluntarily take the time to seek that knowledge out.

From my experience with hundreds of companies, none of these assumptions turn out to be truly accurate. The system needs more than isolated knowledge-originators' time, knowledge stores, search tools, and faith in seekers' curiosity. It takes process and participation.

To sense what's missing, think about these problems as "knowledge blind spots," "knowledge mismatches," and "knowledge jails."

BLIND SPOTS

"Knowledge blind spots" are gaps in our understanding about where knowledge resides or gaps in our awareness that pieces of a puzzle might be spread out among unexpected sources. For most organizations, blind spots are not a concern during business as usual. Subject-matter experts, or SMEs, and their teams are humming along, delivering projects and managing operations. But then, when reorganizations, outages, retirements, or market mishaps occur, our blind spots are exposed. Then managers make a wild dash to identify "who knows" and "what they know."

Blind Spot 1: Knowledge Flight

Our most common blind spots concern our at-risk employees or teams. In many industries and government agencies, experienced employees are retiring or being downsized, taking their valuable expertise out the door. Meanwhile, experienced teams are routinely disbanding with incomplete knowledge handoffs:

- *Retirees* leave behind a large gap between themselves and the relatively inexperienced thirty-somethings who comprise the next hump in the demographic camel. Organizations are rightly anxious about losing so much experience, if not the people themselves.

Having tried everything from exit interviews to bringing retirees back in consulting roles, they have had relatively little success in retaining useful knowledge or in getting the thirty-somethings to bother accessing the expert knowledge that has carefully been collected for their benefit.

- *RIF'd (reduction-in-force) employees* may have been targeted because of their span of control (de-layering), their failure to conform to corporate culture, or their unfortunate assignment to non-essential products or services. A friend recounted her recent layoff due to de-layering. A ten-year project manager, she was the human glue for several multi-million-dollar programs. With her departure, out walked the tacit knowledge about how the team worked, who knew what, and who knew whom.
- *Transferred employees* leave behind a gap, even when their movement is predicted. Much knowledge has lived in the interactions they routinely had with co-workers. For example, they never thought to write down how they learned to collaborate with a demanding boss, a siloed function, or mistrusting supplier or how they managed to persuade leadership to take a risk on a local project. Or it may be that the success that won them the new positions spawns a bit of competition with their previous departments. (A bit more sinister is the transferred employee's tendency to hoard knowledge and contacts to justify her uniqueness in the new role.)
- *Consultants and contractors* are often mocked as merely "reading your watch to you" and not providing unique insights. In my experience, this is not usually the case; clients can get a lot of insight out of those temporary employees. They often synthesize a vast store of knowledge about such things as how departments interact, how systems work, how the market influences decisions, and who (at the client, in the industry) knows what piece of all this. Rapid, intense sense-making is both the luxury and curse of that profession. (Yes, consultants do lack work/life balance!) Rarely do clients formally capitalize on this knowledge store.
- *Project teams* often disband with little awareness of their collective knowledge. Despite the attempts at after action reviews, post-mortems, and process documentation, many teams never write down or speak out enough about what they have learned as a

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collective. For example, before disbanding, a corporate legal team failed to assemble a collective picture of how they built a legal defense, how they came to negotiate their respective roles, how they dealt with subpoenas, or how they successfully (or unsuccessfully) interacted with external legal counsel.

Blind Spot 2: Separated Puzzle Pieces

A second blind spot is this very issue that the legal team faced: where the knowledge is fragmented across members of a team, organization, or network, and not in one place. At least not enough to make sense of it as a whole picture. This know-how, what Nancy Dixon calls “Common Knowledge,”³ is remarkably useful once seen in the composite. When combined, different insights may refine or amplify each other. Consider this example from a former oil company engineer:

“Many of the examples that first come to my mind are situations where we had problems that originated across org boundaries. For example, while I was at [Oil Company] the process engineers designed a piping system to integrate two new crude tanks into the refinery feed network, and they had it all spec’d out before sending it out to the instrumentation and control group (my group). But when we saw the design we noted that there was a lack of degrees of freedom in the control network which would result in oscillatory and unstable control. So we demanded that they change the whole design, which caused major re-dos on the design and so we wasted a lot of time.

“Issues like this happen all the time in construction projects: process engineers design it one way, the control guys say it has to change, then the civil guys say the required foundations are too expensive, then the piping guys say that the pipe runs are too long, the environmental guys say we need spill protection everywhere, the safety guys say we need redundant everything, and it goes around and around in iterations. To some extent I think that the iterations are inevitable, because as each group digs deeper into details they always find new issues that affect everything, but eventually, and somewhat miraculously to me, it all comes together. And of course, sometimes it results in failures and valve blowouts like in the Gulf.”

So how do you know where complementary knowledge lives? Social network analysis (SNA) is one reputable tool for identifying

knowledge concentrations (for example, clusters of subject-matter experts) and people who connect them (“hubs”). SNA is a means of mapping the existence and strength of interactions among knowledge workers. It entails identifying and mapping the network—pathways, nodes, and hubs of knowledge exchange—and assessing the frequency or volume of exchange at various parts of the map. Based on data culled from a survey or email (or social media activity) tracking tool, SNA gives a point-in-time picture of the flow of knowledge. It might, in the future, be helpful in predicting how cognitive diversity, brought together in *cross-network* conversation, could enable contributors to solve complex problems. (More to come in Chapter 4 on this type of diversity!)

The trick is actually getting discrepant ideas to flow across networks, once they (the ideas and the network) are discovered.

And then to do it again and again.

MISMATCHES

The second knowledge transfer issue after “blind spots” is “mismatch.” That is, our failure to get out the knowledge that is the most valuable to the organization or to *make it valuable* by framing it in a way that makes it usable across time, place, or culture.

In some cases, we’re simply piling up knowledge with the hope that people will use it, without regard to the relevancy, comprehensibility, or quality. (Just like the application developers’ post-mortem earlier in this chapter—an example of “If you pile it, they will come.”) Or, in other cases, we’re inadvertently rewarding people for innovation at the expense of efficiency (reuse). In both cases we’ve built in a mismatch between the knowledge-capture program and people’s incentives to use it. And finally, mismatches result from our failure to really grasp where and when knowledge seekers could apply knowledge in their work. So, even if they were had the incentive to reuse knowledge, the good stuff is hard to find. (Another dreaded epithet: “Too much of my effort, too late.”)

Here is some more color on these mismatch types:

Mismatch 1: Lack of Context

Often a knowledge artifact, such as a PowerPoint presentation, is very specific to a given project or problem and reflects many unwritten assumptions. Assumptions could include previous projects, related

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problems (solved and unsolved), political or economic currents, and localized use of terms or acronyms. For example, a final report for a factory feasibility study might take for granted that the company already has built several facilities of the same size in a given state. So permitting issues may be omitted from the final feasibility report, even while such issues could potentially be a showstopper elsewhere.

Where context about the knowledge is thin, knowledge seekers will have to come to their own conclusions about how to adapt the knowledge to their new application. This takes effort, and in some cases, seekers make mistakes.⁴ In other cases, the mismatch in context results in seekers' disregarding potential gems. For example, a Chicago-based creative agency might find French ad copy with attractive artwork from their subsidiary in Paris. If none of the Chicagoans spoke French and saw that the artwork was tremendously effective for selling widgets, the team might not know that they had a reusable gem in hand.

Mismatch 2: Mixed Incentives

Knowledge originators often face mixed incentives. Many KM programs jump-start their knowledge-bases by having all employees submit content. Though much of what originators share can be very useful, many times junk is mixed with gem. The incentive may have rewarded contribution at the expense of quality. Matched with a second incentive to reuse what's in there, you see knowledge-seekers earnestly searching—and getting frustrated—as they find that the search effort doesn't pay off.

Another mixed incentive pits reusing knowledge up against “original thought” incentives (or “intellectual capital contribution” performance measures, as we called it in my consulting days). Knowledge seekers are less inclined to seek other examples of ideas when they are incentivized to “invent.” Meanwhile, originators might hold back, fearing they might not “get credit” before someone else capitalizes on their good ideas. For example, if our creative agency were rated for originality, not efficiency, they might not seek out existing digital assets like photos and copy that could save their client money.

Mismatch 3: Wrong Place

Many knowledge managers assume that knowledge seekers will “just find it.” This puts a burden on the seekers. They need to know about a body of knowledge on a topic, understand its relevance to their situation, and either search or “put themselves into knowledge's way.” That

is, they need to be connected to the right people or on all the right alert-streams to receive notifications of relevant content.

To do this, such seekers have to understand how to be in many places at once. They need to know how to use the search tools, how to navigate repositories, and how to navigate the organization. For a newbie, non-headquarters employee, or an employee working where there isn't much investment in search or document tagging, that effort can be feckless.

One of my clients exclaimed (railing against a flotilla of SharePoint team sites):

"I don't expect to find useful knowledge serendipitously. I have to have some trust in the source or author, and some curiosity to dig further. That doesn't happen easily with so much [expletive] out there."

Coming back to our agency example, if Paris knew that Chicago was simply "pitching" a visual concept to the client, they could have pushed that French piece out to them. No trolling required.

KNOWLEDGE JAILS

In many KM programs, a third knowledge transfer issue, reuse, is tremendously elusive. By reuse, I mean motivating new teams to consider existing knowledge, to adapt it to their own world, and to put it to work.⁶ Knowledge gets caught in jail—that is, into a format, location, or association that makes it invisible or inaccessible to seekers. Knowledge capture may produce volumes of knowledge, but finding the useful stuff may be like trying to find the dog that ate your school lunch by following the lead "Has fur." Or, alternatively, it could be like listening to a teenager's monosyllabic response. Either there's so much *content* there that it's hard to discern what might be applicable, or there isn't enough *context* to make sense of the few precious syllables. Here are some typical knowledge jails:

Jail 1: Info Glut

According to 2010 statistics, 107 trillion emails were sent each day, of which only 12 trillion were believed to be legitimate (non-spam). On top of this, 152 million blogs were on the Internet.⁷ Such information overload has been shown to reduce morale and increase anxiety, as people fear that they are missing information they need, and spend more time than they wish weeding through clutter:

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"Prolonged exposure to information overload produces so called information fatigue syndrome. Symptoms include paralysis of analytical capacity, increased anxiety, greater self-doubt, and a tendency to blame others. Long exposure produces symptoms similar to post-traumatic stress syndrome and in milder form is intrinsically connected with demoralization and burnout."⁸

Product-centric organizations or project-centric organizations, for all of their efficiency, are particularly prone to the “glut” variety of knowledge jails.

- *In project-centered organizations*, project teams pour lessons, project reports, and after-action reviews into knowledge bases. (For example, one of my former consulting employers did not do final expense reimbursement until we posted the project’s knowledge assets.) However, there is frequently no incentive to upload content that might have unique reuse value. Depositors may be largely unaware of (and indifferent to) what could make others succeed.
- *In operations*, teams may be encouraged to submit new ideas into an idea bank. Without a sense of the “market” for the ideas, workers either submit volumes or withhold what seems obvious to them.

Jail 2: Language Barriers

We often assume others know as much as we do or, simply, that only those who know our discipline or field will consume what we produce. As a result, we often record what we know in a cryptic way. We assume that we don’t need to elaborate on certain elements of the context that seem normal to us.

We’re so often like the Rogers couple in *Amelia Bedelia*. As a young girl I loved this book. Amelia was hired as a maid. When leaving for the afternoon, her new clients left her a list of various things to do while they were gone. They thought she knew what it meant to “draw” the drapes and “measure” the rice. Had Amelia had a cell phone back in the Sixties, rather than “trimming” the beef with ribbons and “changing” the towels with shears, she might have called her employer and asked for some context. A cell phone might, too, have preempted a marital spat upon her employers’ arrival home. That is, Mr. Rogers’ taking sides with Amelia, while a distraught Mrs. Rogers wailed over her talcum-“dusted” furniture.⁹

Jail 3: Prose Erosion

As the use of prose in our communication erodes, so, too, do meaning and sense-making. Many users of social media and text messages seem to unlearn their writing skills. We write in motifs. This is not only because of the awkward Barbie-sized-keyboard (say, on an iPhone), but also because we often consider our recipient's knowledge as filler for what we don't write. Storytelling experts argue that frequent texters and Twitter users often omit the very parts of the story that most enable us to generate shared meaning and sense-making. Such communication is transactional and rarely expansive or generative. Sadly, this trend is overflowing into our (lack of) documentation for projects, products, and operations.

The blog, on the other hand, is a communication technology that easily affords prose—and lots of it. Indeed, in this age of reduced editorial budgets at news media, some of our best prose can be found on blogs. However, what blogs gain in language, they lose in interaction. The blog interaction doesn't achieve what a dialogue could, had the commenter been able to stop the blogger's flow of thought and ask clarifying questions three hundred words earlier. All too frequently, commentators on blogs complement or react, and rarely expand or illuminate, except occasionally in other blogs on other sites. The reader becomes lost in all this.

A third modern communication technology, the Wiki, holds more promise as a defense against prose-erosion, as I discuss in Appendix F. When knowledge originators and knowledge seekers interleave ideas or questions (and write in prose), we can recapture some of the generative quality of conversation. This is not a substitute for meaningful real-time inquiry. Yet, even if it's not a release from jail, maybe it's a furlough worth taking.



The weather forecast for knowledge-sharing using typical tools and methods is not fair: mostly cloudy, with showers and occasional drought. We often fail to recognize our valuable knowledge, we rarely get out the knowledge that could have an impact, and we get it to those who need it too late, not at all, or as indecipherable deluge.

In Chapters 2 through 5 you'll learn about the Knowledge Jam process—a process that actually addresses those thorny problems face-on. It does so by putting into practice three disciplines:

- *Facilitation* calls on us to intentionally scan the environment for what's useful, so it is the relevant knowledge that comes into the open (clearing Blind Spots).

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- *Conversation* calls on us to draw out the meaningful context to better understand and better apply knowledge (reducing Mismatches). and
- *Translation* calls on us to explicitly involve knowledge-seekers in the knowledge elicitation and transfer, while using change management (springing knowledge from Jail) to smooth its introduction and adoption into new contexts.



SIDEBAR: CONTRASTING THE EFFECTS OF NON-PARTICIPATIVE VERSUS COLLECTIVE CAPTURE

Contrast the following excerpts. One is from the U.S. Chemical Safety Board, where experts collected knowledge, did investigations, and wrote reports. In the write-up below, they conclude that “considerable effort would then be required” to put the knowledge to work, as they hand off their findings to hapless readers who did not participate in the knowledge-capture. The second excerpt is from a Knowledge Jam conducted with a Chinese project team (originators) joined by brokers who successfully learned from the Jam. Brokers could re-apply the “cost of ownership” methodology in subsequent projects because they asked questions of the originators and drew out relevant context.

Excerpt from Chemical Safety Board (CSB) Mission Statement

“Over a course of several months, investigators sift through evidence, consult with board members, and review regulations and industry practices before drafting key findings, root causes, and recommendations. During the process, investigators may confer with plant managers, workers, labor groups, and other government authorities. The investigative process generally takes six to twelve months to complete, and a draft report is then submitted to the board for consideration. Reports may be adopted through a written vote of the board or in a formal public meeting near the incident site or in Washington, D.C.

“In addition to investigations of specific accidents, the board is authorized to conduct investigations of more general chemical accident hazards, whether or not an accident has already occurred. In 2002, the board’s first hazard investigation on reac-

In Chapter 6, “Bespeckled, Married, and Emancipated,” I’ll revisit blind spots, mismatches, and jails, and show how the Knowledge Jam weatherman has, in the end, brought us sunny skies. In Chapter 8 (“Comparing”) you will see Knowledge Jam in the context of complementary KM practices, and in Chapter 9 (“Building”) find tools to build your Knowledge Jam practice. You will be well on your way toward “sharing hidden know-how” for productivity, innovation, and job satisfaction.

tive chemicals reviewed more than 150 serious accidents involving uncontrolled chemical reactions in industry. This investigation led to new recommendations to OSHA and EPA for regulatory changes. A second hazard investigation on combustible dusts is now in progress.

“Both accident investigations and hazard investigations lead to new safety recommendations, which are the board’s principal tool for achieving positive change. Recommendations are issued to government agencies, companies, trade associations, labor unions, and other groups. Implementation of each safety recommendation is tracked and monitored by CSB staff. When recommended actions have been completed satisfactorily, the recommendation may be closed by a board vote.

“While some recommendations may be adopted immediately, others require extensive effort and advocacy to achieve implementation. Board members and staff work to promote safety actions based on CSB recommendations. In many cases, the lessons from CSB investigations are applicable to many organizations beyond the company investigated. Many CSB recommendations have been implemented in industry, leading to safer plants, workers, and communities.” (www.csb.gov/about/mission.aspx)

Notice how much passive voice shows up above. It doesn’t say who made the recommendations, or who’s to take action now. Knowledge captured without participation from seeker organizations faces adoption challenges. It’s not clear anyone could easily do something even with lots of advocacy and plenty of money. As this was not collaborative (apparently no brokers identified upfront) it requires advocacy to advance, thereby leaving reuse to hazard.

(Continued)

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Excerpt from Knowledge Jam Conducted in Shenyang, China (Please Pardon the Chinese-English)

Originator: The total cost of ownership (TCO) should consider the unique environment, especially country by country situations. For example, in [client's] project, we considered local salaries, the hiring situation in Shenyang, vendor support availability for migration, vendor pricing strategy, and their local maintenance cost calculations. These items will contribute to the final TCO result, and vary considerably across the locations. Since it was a [technology] migration project, these elements were added to the TCO methodology, instead of relying on the general SAP cost analysis. We tailored the SAP TCO modeling by removing application development cost areas (since SAP development is same on all platforms), while adding costs such as migration planning and migration deployment.

Broker: We can use this methodology for enterprise planning in our region! While we will use your improved in the TCO analysis, we would recommend also adding employee turnover rate as a TCO factor, since there are high IT turnover rates where we are. They bring risk and cost to the equation, too.

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Knowledge captured via this energetic participation from a seeker organization caused the originator to frame her description in a manner more conducive to reuse. She acknowledged that there were choices—she was sensitive to unique needs of different regions of China. We also see that knowledge starts to get translated here on the spot, as the broker informs the originator about employee turnover in his environment and how he'll supplement the methodology.

As we will see in the following chapters, the Knowledge Jam is collaborative, context-revealing, and directed toward reuse. Participants bring in the interests of far-flung or future project teams and ask questions about suitability of carrying over the conclusions to other projects.

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