




WORLD CONGRESS

CINCINNATI, OHIO

APRIL 13-16, 2008



ENSURING TRUST IN THE **ACQUISITION PROCESS**
THROUGH PEOPLE, TEAMS, AND TOOLS.



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KM Track Overview: Ensuring Trust as a Knowledge Enabled, High Performing Organization

Better Practice Transfer – Tools You Can Use Now

Breakout Session # 1201

Bill Kaplan, CPCM, Fellow
Chief Knowledge Officer
Acquisition Solutions, Inc.

Date 14 April 2008
Time 1100



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Some Assumptions

- Taxpayers and shareowners expect high performance and mission success and must trust that the acquisition process will provide this

Products and Solutions
Quality of delivery
Culture of Integrity

Workforce Management and Support
Financial success
Innovation

- Moving knowledge by sharing better practices within an organization is a fundamental component of risk management, risk mitigation and mission success
- The acquisition process requires the integration and balance of people, process, and enabling technology for successful planning, execution and management of expected outcomes
- Success in “leveraging what you know about what you do” is not accidental; it happens because all levels of an organization see this value and make it part of planning and execution, not something extra



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Expected Outcomes of the KM Track

- Appreciation of the value of capturing, adapting, transferring, and reusing “what you know about what you do” through the effective transfer of better practices
- Appreciation of the value of KM in risk management and risk mitigation as a way to build trust in the acquisition process
- New thinking, new tools, and new techniques to make “better practice” transfer part of your workplace and use right now!
- Understanding that what it takes to operate as a high performing, knowledge enabled organization can happen *quickly* and it doesn't have to be difficult



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Track Summaries

14 April

1201: Track Overview: Ensuring Trust as a Knowledge Enabled, High Performing Organization

Better Practice Transfer: You Can Do This Easily
Bill Kaplan, Acquisition Solutions

1202: Filling the Knowing-Doing Gap: Implications for the Contracting Workforce
Rene Rendon, Naval Postgraduate School

1203: Replacing a Lesson Learned Database with a Visible Learning Process
Steve Wieneke, General Motors Corporation

15 April

1204: Knowledge, People and Risk
John Milam, NASA Goddard Space Flight Center

1205: Managing the Risk of Knowledge Loss Due to Workforce Attrition: Retaining and Leveraging the Critical and Relevant Knowledge of the Workforce
Bill Kaplan, Acquisition Solutions

1206: Reducing Risk in USAF Operations Through Collaboration
Randy Adkins, USAF Knowledge Management Center of Excellence



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Some questions we will consider

- What is knowledge?
- Is there a difference between “best” practice and “better” practice?
- How can I transfer what I know?
- How do I know it’s a better practice?
- What I can take back with me to my organization and use right away to transfer knowledge?
- Other questions we should address??



Some KM Concepts around “better practice” transfer



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Better Practice Transfer?



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KM Concepts:

Creating a common understanding about Knowledge



Data

“1345UA0010 32A”



Information

“United flight 0010
leaves
LaGuardia at 1345
from gate 32A



Knowledge

“That flight is always
delayed and often
cancelled”

Relationships and trust are required for knowledge transfer and re-use



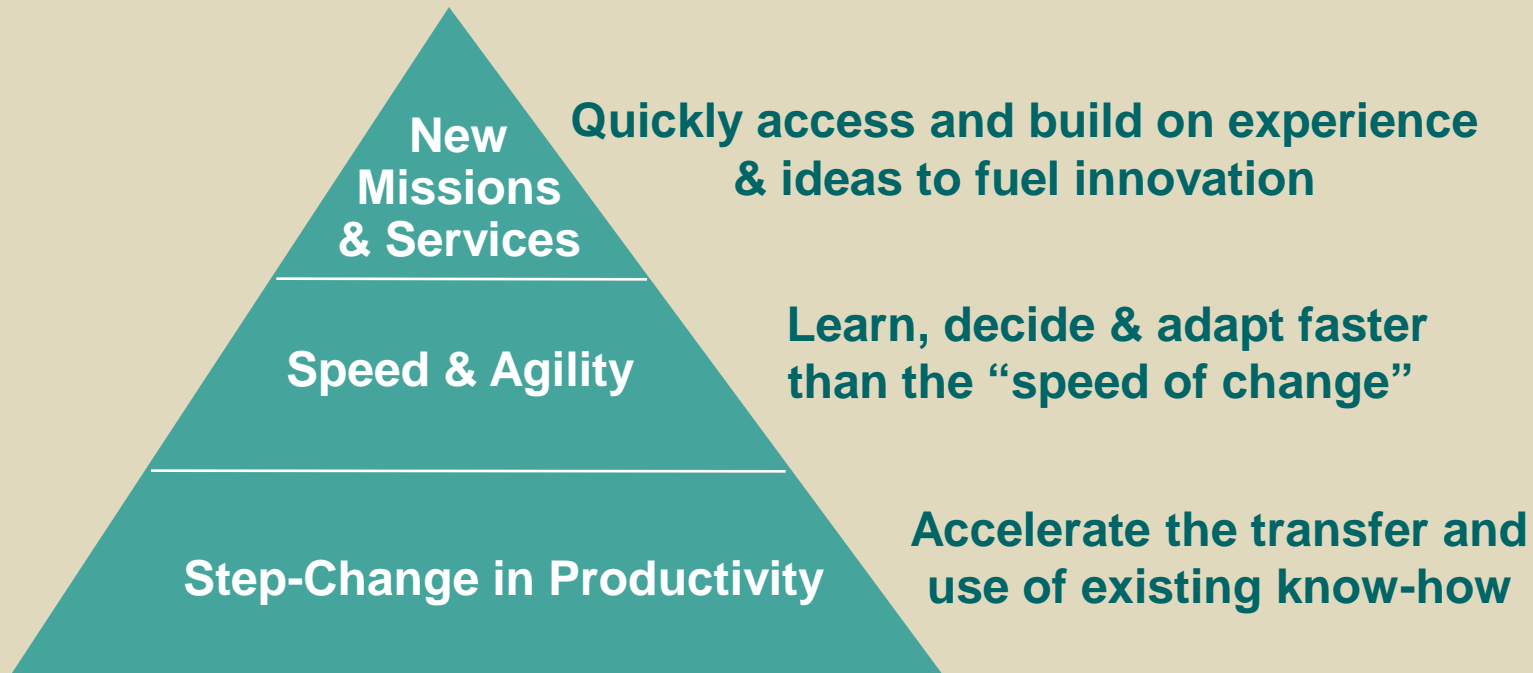
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KM Concepts:

Value of transferring “better” practices



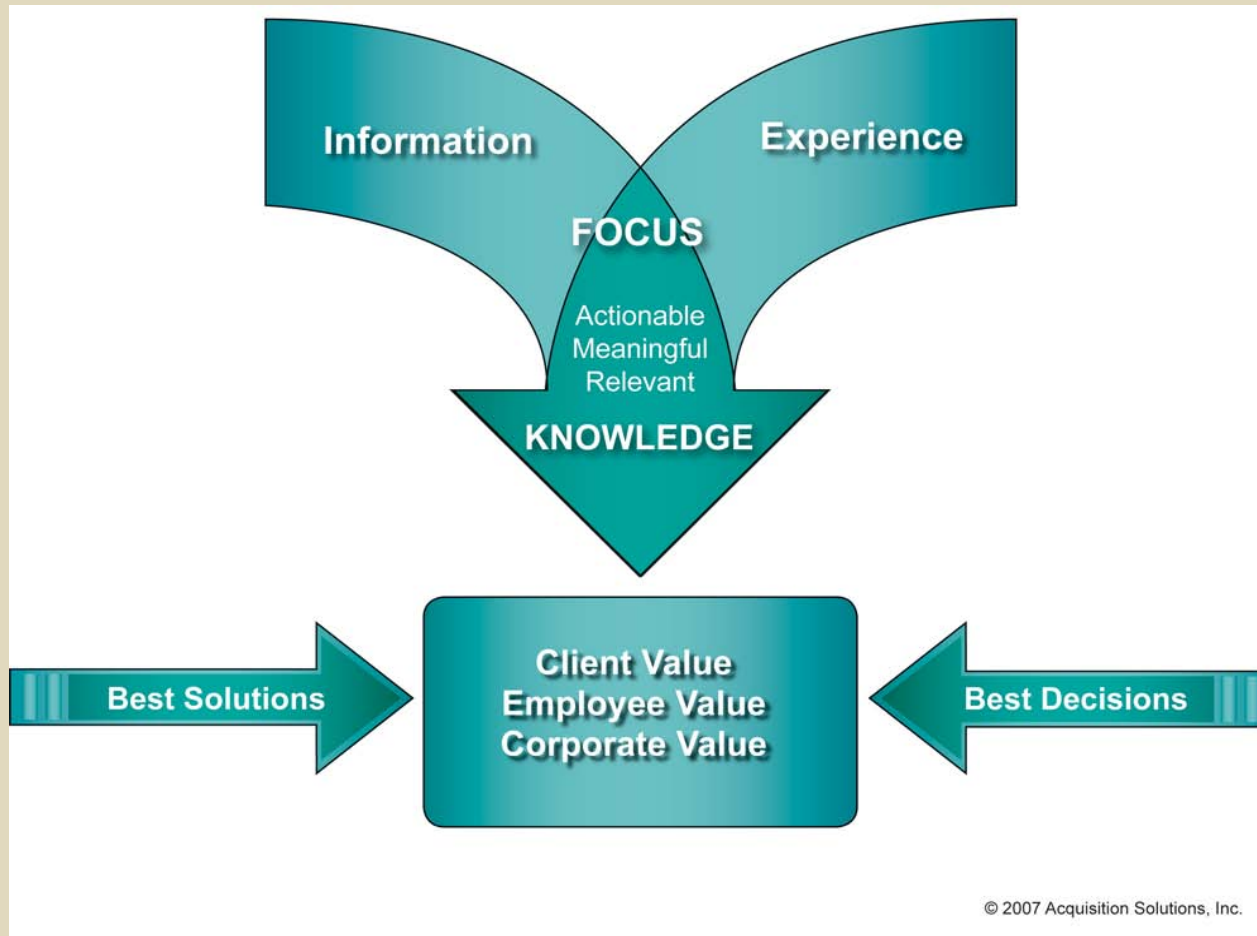
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KM Concepts:

One View of Knowledge in an Organization



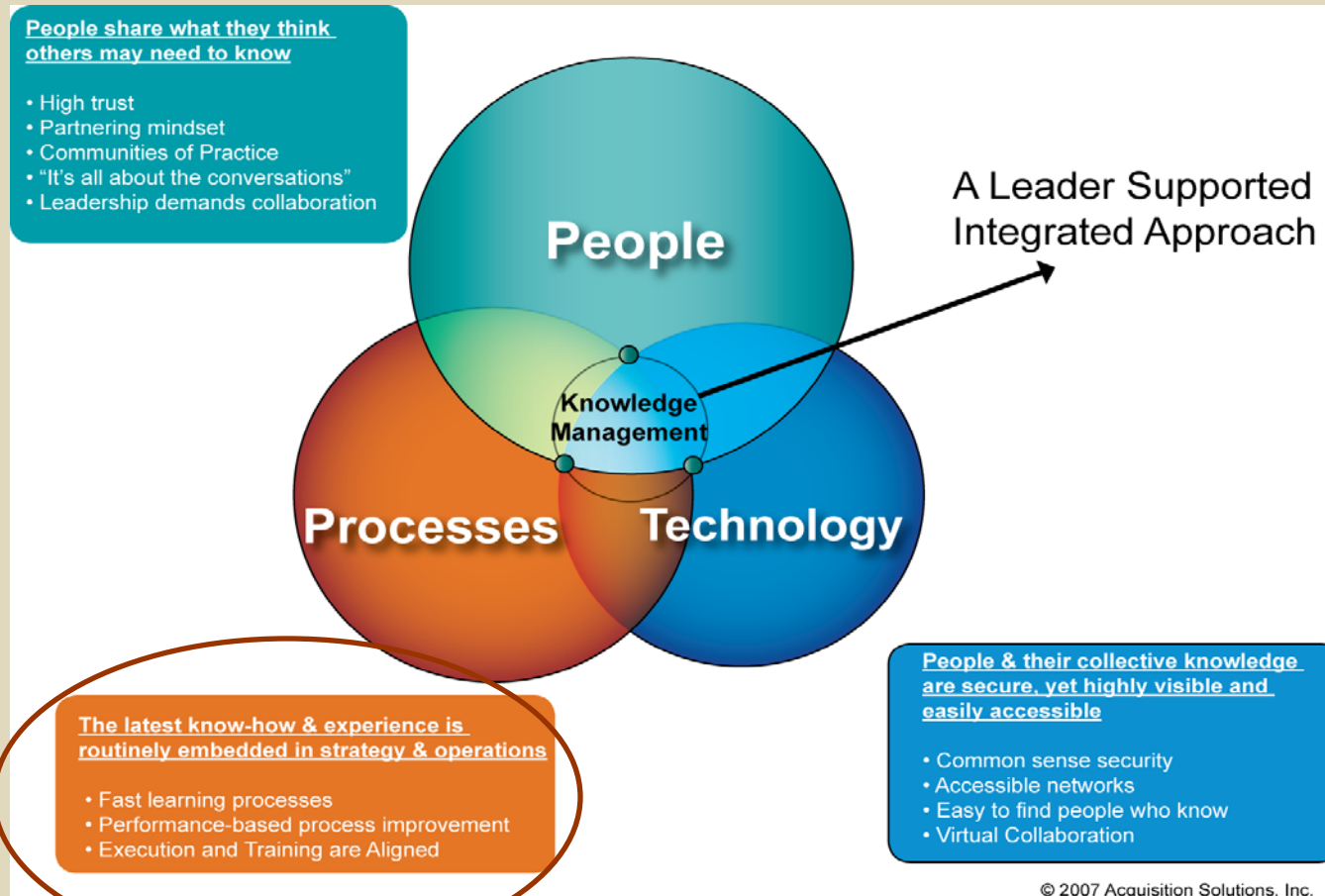
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KM Concepts:

Knowledge Enabled, High Performing Acquisition Organization



Focus on “Better Practice” Transfer

Sharing What You Know About What You Do



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Some Insight to “Better Practice” Transfer

- Focus on ‘best’ practices often limits the transfer of better practices that could improve performance
- External benchmarking is useful, but does not replace the need for “internal better practice” transfer
- There is always a wealth of better practices inside an organization that can be transferred to improve performance
- Whether or not you choose a formal or informal approach, the basic principles are the same



Context for “Better Practices”

- Simple Definition
 - A repeatable activity that routinely results in improved or superior performance
- Critical Success Factors
 - **Advice and coaching** in it’s use is **readily available** from those who use it
 - **Documented** in a contextual manner that makes it **re-usable and adaptable**
 - **Easy to find** and access
 - **Owned by people** who have a vested interest in its use

“You don’t have a best practice unless someone else is using it.”

- Jack Welch



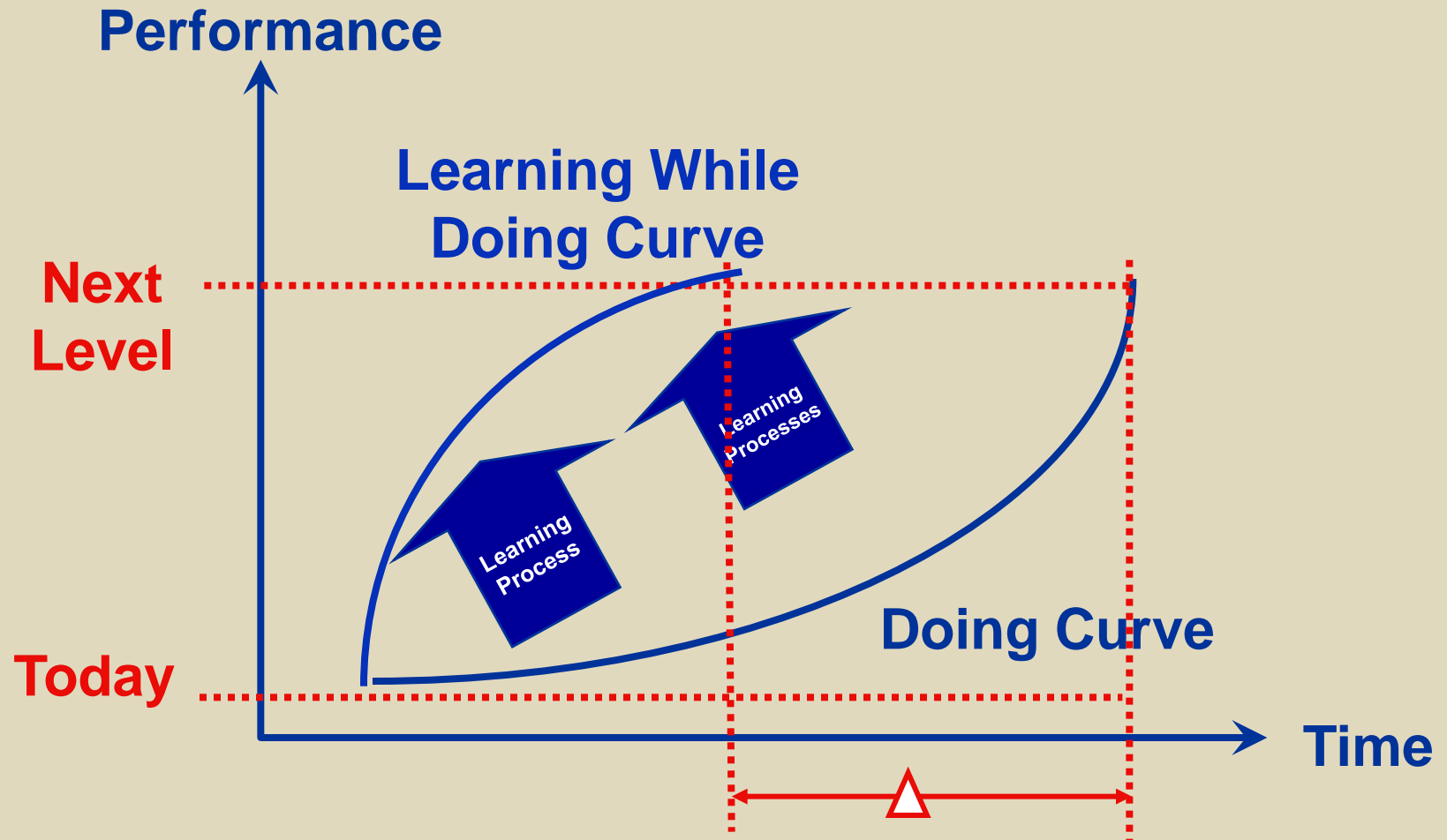
Basics for What Works & Why

- Delivering business results *while* changing behavior
- Meeting people and teams '*where they are at*'
- Knowing who the *customers* are for the knowledge
- Focusing on knowledge transfer, not just sharing



The Need for Speed:

Fast Learning makes a difference

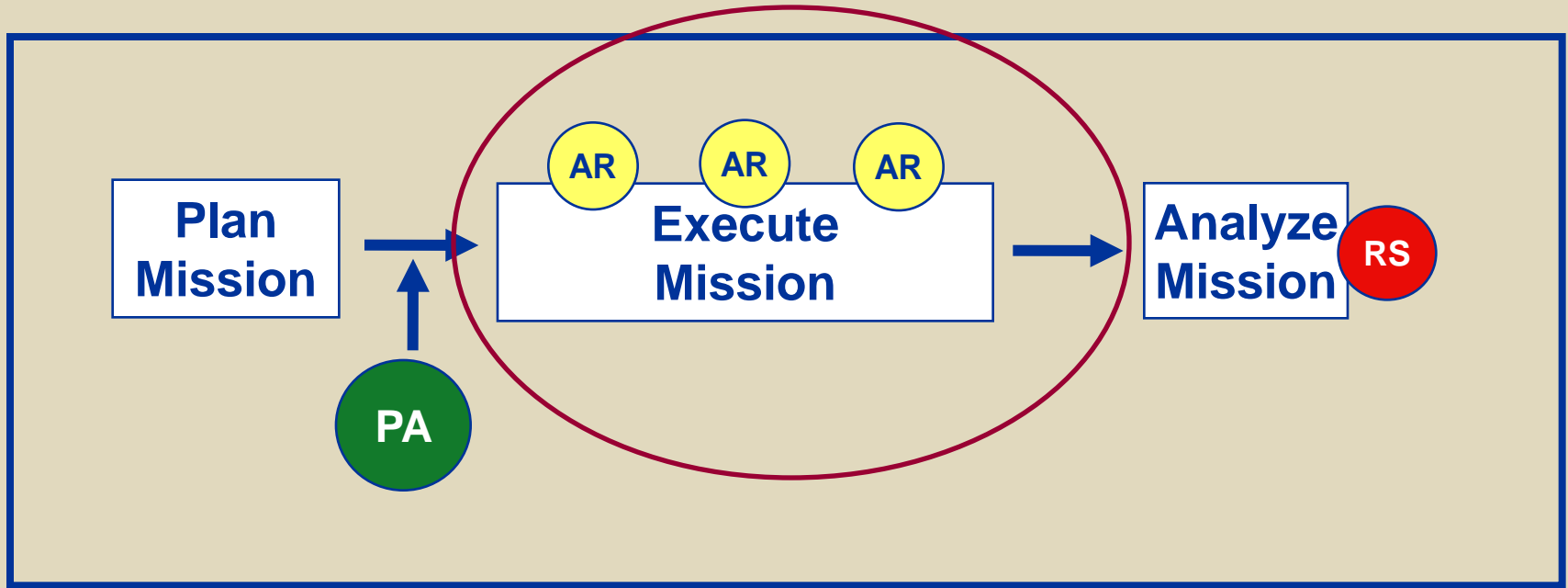


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What processes? How can I use them?



Learn Before Doing:
Peer Assist
(2 hrs to 2 days)

*Geared for highly relevant,
timely knowledge transfer*



Learn While Doing:
Action Review
(15 min)

*Geared for immediate
improvement*



Learn After Doing:
Retrospect
(2 to 4 hrs)
*Geared for creating &
capturing new knowledge*



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The Action Review

Learning while doing

4 Simple Questions:

- What was supposed to happen?
- What actually happened?
- Why is there a difference?
- What can we learn from this and do right now?



After any event, sub-task or milestone - just 15 minutes to improve work for tomorrow, while building team relationships, trust and learnings



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The Action Review Template

Action Review
Learning While Doing

Session Template

This is a template that may be used when conducting an Action Review. Remember the Action Review should only take 15 minutes or less.

Task/Activity/Team:	<i>Provide a brief description of the job, activity, or team which was subject to the review.</i>
Key Contact / AR Recorder:	<i>This is the name of a person who can be contacted if more information is required.</i>
Date of Action Review:	
Location of Action Review:	

<p>What was supposed to happen?</p> <p><i>Everyone shares their own understanding of what should have happened. This is often the most revealing part of the process. Unless the event had a clear, unambiguous, and well-communicated purpose and plan, it is likely that different members of the team each had a different understanding of what was actually supposed to happen.</i></p> <p>Facilitator Suggestion: <i>Ask people to quickly write down their personal understanding of what was supposed to happen. Then, after a maximum of two minutes, ask them to read to the group what they wrote.</i></p>	<p>What actually happened?</p> <p><i>Establish the facts about what actually happened. This is used to identify a problem, not a culprit. Save analysis and interpretation for the following two questions that focus on the facts.</i></p>
Why were there differences?	What can we learn from this, and use for the

Document for Reuse

....with the reuser of the knowledge in mind!!

- The business **context & relevant category** in which the practice has been used & learning occurred.
- Specific **guidance** on what needs to be addressed at each stage of the practice
 - Key process and procedure steps
 - **Advice** in the form of guidelines, checklists, stories and FAQs containing *both local and validated common experience*.
- Links to **people** who have used the practice.
- A reference **library** of artifacts and documents associated with the implementation of the practice.
- Reference to the **Function** and/or **Community** who keeps the practice current and renewed with improvements from it's continued use
- **Feedback** from the end user to keep it relevant and alive.

If you really want people to use a better practice, it needs to be documented in a manner that makes it easy to understand.



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One-Pager for Sharing & Determining Relevancy

Descriptive Title

4 paragraphs on one page:

1. Business process and context within which the practice has been applied
2. What it is and what it's used for
3. Results and experience from it's use
4. Key learnings and advice

Plus:

- Contact information for the people who have used it
- Where to find documents and other artifacts to help in it's application
- Date



Questions...or comments?

Can you use this?

Where would you use this?



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