Knowledge Solutions for Different Purposes

1. Mobilize Knowledge

Connect knowledge users and producers for **Knowledge Mobilization** that produces a useful social impact.

Case Study: At **Varian Associates**, a senior vice-president in the Radiation Division helped a high potential learn how to become a Project Leader. They then mobilized key people in the Training Dept. to help them convert what they had done and learned into new training courses that others could take to learn how to become a Project Leader. Prior to this, learning had occurred "by osmosis" – by being a member of many project teams, often over several years. These new training courses enabled the Radiation Division to move upward from 23rd place to become a profit center in this global corporation.

2. Exchange Knowledge

Ensure knowledgeable people learn from one another. This overcomes the problem of one group feeling superior (or inferior) to another group – such as Sales / Finance or Management / Labor – when both groups must work well together.

Case Studies: At **CSX Transportation**, we partnered individuals in Sales and Finance, and in Management and Labor, so they could exchange knowledge about what they do and how they can contribute to overall organizational success by serving customers better and producing higher profits. **Eastman Kodak** tried to enter the "digital age" by having professionals with backgrounds in chemistry and electronics work on new hybrid products, like the laser printer and the digital camera. When the professionals could not do this, we partnered them to exchange knowledge about how they solve problems, common jargon, key concepts, etc. – so they would appreciate one another's contributions and could work collaboratively.

3. Transfer Knowledge

Ensures systematic **Knowledge Transfer** of critical knowledge so it is retained and does not have to be re-discovered.

Case Study: **Shell Oil** attempted to have Experts transfer their knowledge to Novices. The knowledge gap was so great that the Novices "could not understand it" and the Experts became so frustrated that they "quit trying." In contrast, **Sony** used our web-based Knowledge Solutions system to match C-level officers with the right individuals in their Talent Management Program to ensure successful knowledge transfer as a critical component of Succession Planning.

4. Harvest Knowledge

Captures the unique knowledge of true experts such as how they: see patterns no one else sees, create new conceptual models, use intuitive thinking to solve complex problems.

Case Study: AIL Systems had 14 Independent Researchers, who had unique knowledge the organization needed to harvest and retain before retirement, or else the company would cease to win complex contracts and

not be able to carry out complex projects. During our Define/Design process it became evident that Intensive Mentoring was needed to enable each Independent Researche to properly prepare the next generation of researchers. Even though billable hours were involved, we decided that proteges must "be stitched" to mentors for extended periods (6 months or more) to really understand what they did.

5. Commercialize Knowledge

Convert knowledge and ideas into new products, services or procedures for the marketplace.

Case Study: At **AT&T Consumer Products Lab**, knowledge is translated into new consumer products by project teams. We decided to involve newly hired high potentials in these projects to reduce costly turnover. Project leaders engaged the high potentials in these key ways: (1) they made sure the idea to be converted into a new product was understood; (2) they coached and role-modeled how to perform key project tasks; (3) everyone contributed to creating the new products, using an Action Plan so everyone knew what to do. Our Knowledge Commercialization approach made money by getting new and better products to market faster, and also saved money by reducing turnover of the high potentials.

6. Translate Knowledge

Ensure **Knowledge Translation** of research findings into clinical practice and other needed outcomes – instead of letting this knowledge sit on a shelf in a report that collects dust.

Case Study: Eastman Kodak hires the brightest Ph.D. graduates to work in its labs. While earning their degree, these researchers typically did pure research in an area of personal interest, working alone, whenever they wanted to, without clear deadlines and little ongoing accountability. When Kodak restructured into 6 Business Units, the decision was made that only proven Independent Researchers could do pure research. All new researchers would have to do applied research needed by a Business Unit, typically working on a team, during the normal workday, meeting set deadlines, and accountable to a manager for all of this. We helped Kodak's new researchers understand this Knowledge Translation process, so they and Kodak would be successful.

7. Synthesize Knowledge

Connect individuals from different disciplines to engage in innovative **Knowledge Synthesis**. This is essential for being competitive in a global economy, because routine work will be done in countries where routine labor is cheaper.

Case Study: Canada has created a Tri-agency partnership for knowledge synthesis on the environment – to bring together individuals from science, engineering, social sciences, and healthcare – to collaborate on innovative environmental projects.