



Knowledge Management
Knowledge Age Implications for Talent Management and Knowledge Sharing

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Gulf Downstream Association presents

TRANSFORM *Virtual Event*

The Evolving Future of Leadership and Project Management

Some Very Relevant K-Age (K-Economy, K-Society) Topics:

1. Driver. Major **episodic** changes in **human occupations** -- drives all the rest.
2. **Engagement**. Focus on more than just human skills/competencies (**aptitudes**).
Now – the focus is especially on **human attitudes**: Engagement, Passions, Motivation, as well.
3. **Proven K-Age Initiatives**. One **K-Sharing** example of many: The loss of expertise due to retirement or turnover: **K Transfer & Retention/Continuity**
4. **KM Solutions Matrix™**. Other proven K-Age Initiatives by typical Organizational Characteristics.

Knowledge Management

Knowledge Age Implications for Talent Management and Knowledge Sharing

If I listed these known **Ages**, what is my probable focus?

- Stone Age
- Bronze Age
- Iron Age
- Steel Age
- Etc.



How about: **Humanity's advancement** – use of ever-more enabling **metals**?

But, is there an even more **impactful** view of **ages**?

Yes – Major episodic changes in **Human Occupations**.

The future is already here!

(Four Major Episodic Changes in *Human Occupations*)



Hunter-Gatherers
(since end of last ice age)



Agrarian Age
(Pre-history to 1600s)

Muscle Power →



Industrial Age
(1600s to late 1900s)

Computer Power



Information/Digital Age
(late 1900s)

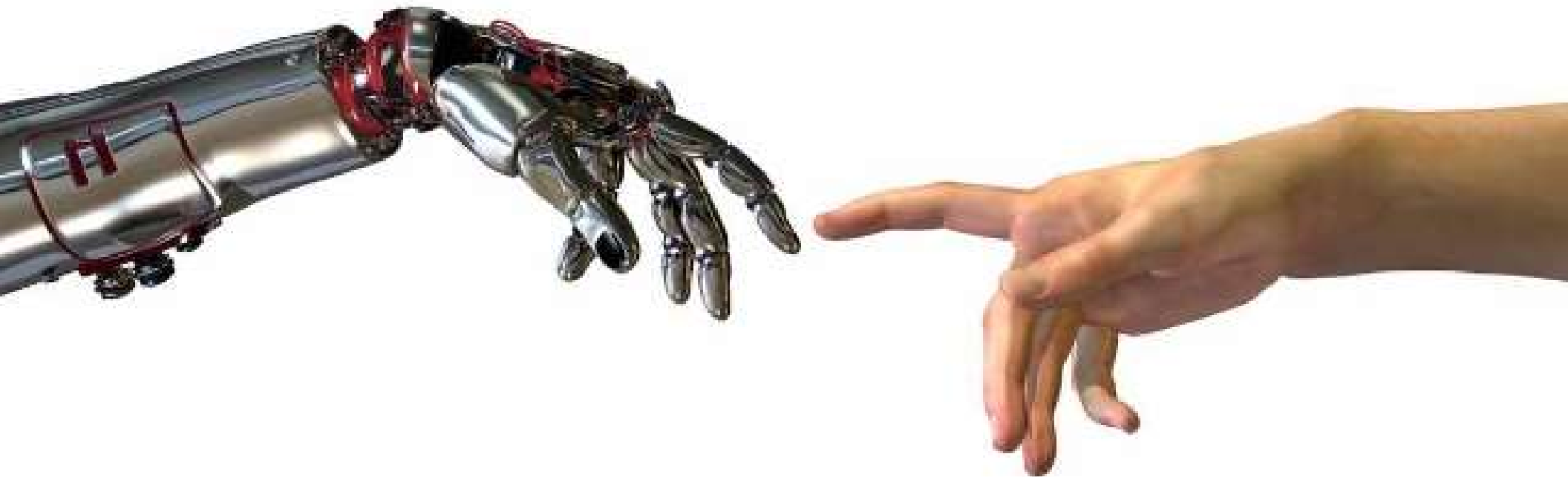
**Knowledge
is Power!**

**Now,
it's the K Age!**



K-Age Complications

ROBOTS < replacing > HUMANS



K-Age Complications: Robots, Drones, Artificial Intelligence (AI).

Summary: K-Age Implications

Agrarian Age — still **grow** food, but in only US 2-4% vs 80% in 1700s.

Industrial Age — still ‘**make & move**’ stuff, but in US 16% vs 80% in 1950.

Information Age — will always need to process data. **Internet of Things** has enabled ‘**Analytics**’, an added, K-Age way of creating K, but K will be the **discriminator**, not commoditized IT.

Knowledge Age — still need **aptitudes** (training: skills/competencies), but **attitudes** will be the major discriminator in the K Age. Attitude changes come from proven K-Age activities.

Poll on Engagement (Simulated due to time constraints)

If **Engagement** is defined as an employee who is **highly motivated**, loves their job, organization, and the other people with whom they work, and who as a result has substantially **higher performance** than the average worker, what do you think is the average engagement level around the world?

1. 10%
2. 25%
3. 40%
4. 50%
5. Over 50%

Engagement Drivers

Gallup's Engagement Research Results –
An elegant solution, the **Q¹²**

Understanding your own personal **traits**.

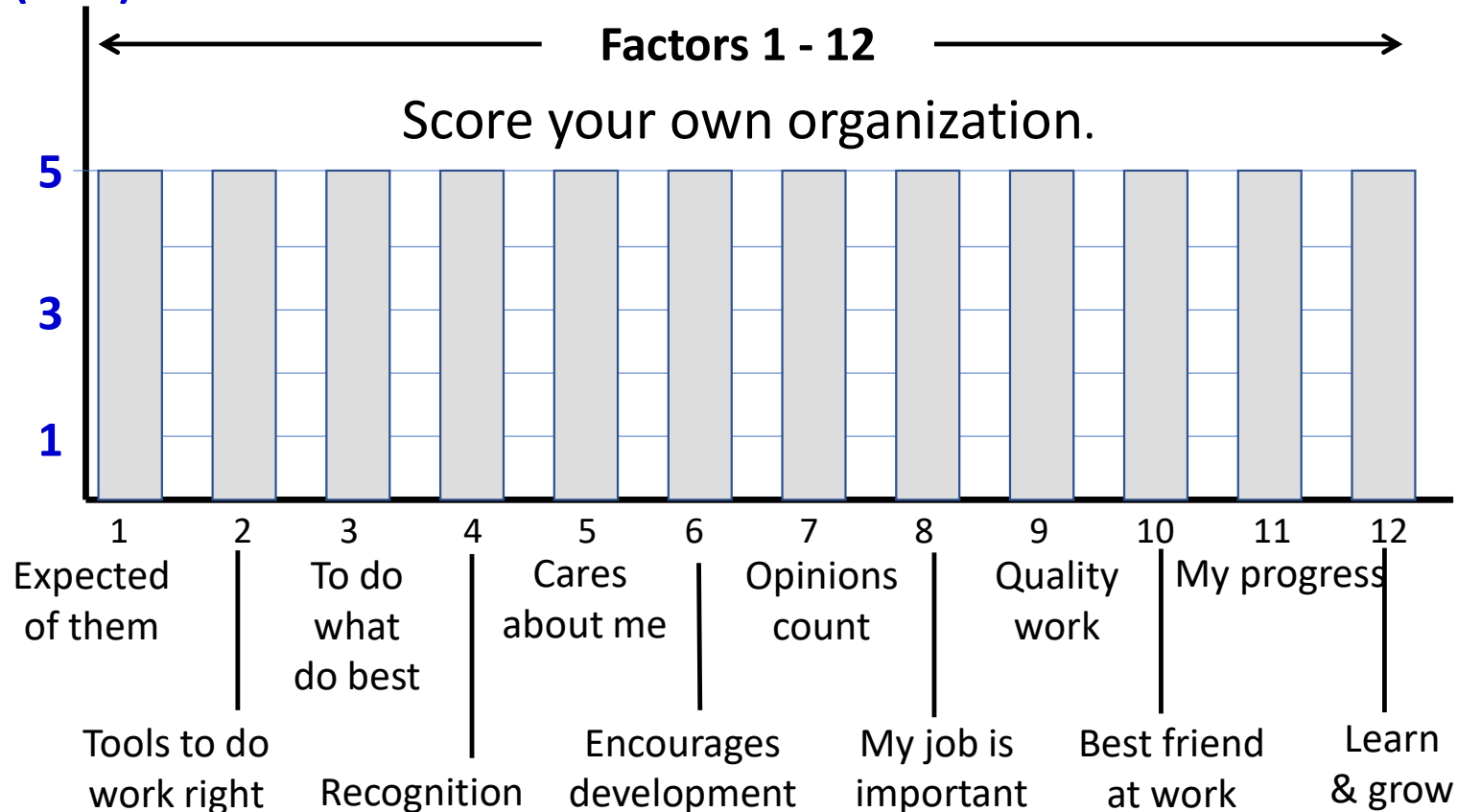
Engagement Drivers

(Simulated due to
time constraints)



Introduction to the **Knowledge Maturity Model (MATURE)**™

Scale
(1 - 5)



Human Capital Analytics Factors



Score each **factor** on 1 – 5 Likert scale:

1—strongly **disagree**...to...5—strongly **agree**.

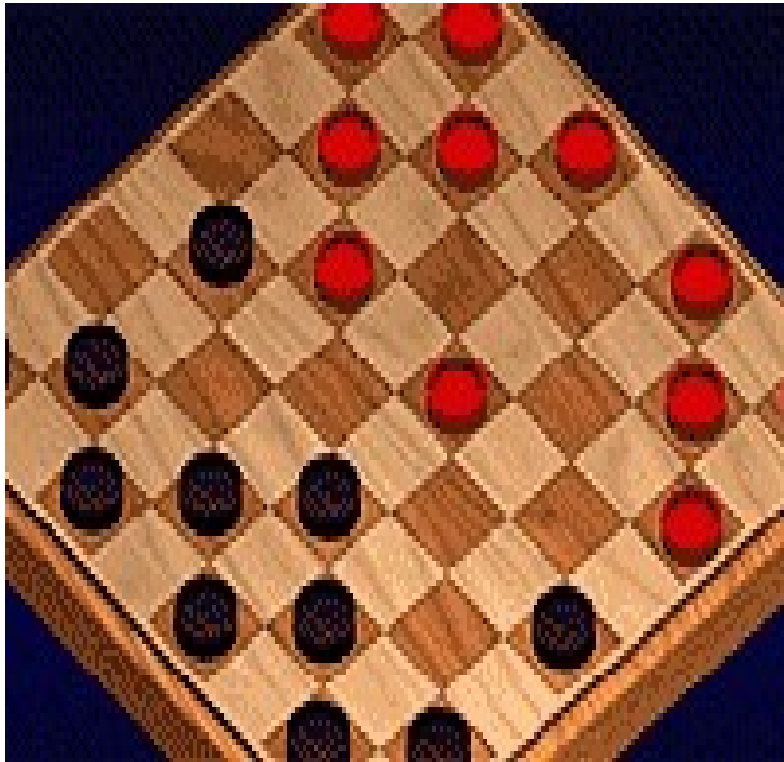
Your organization's employees would claim:

(Simulated due to
time constraints)

1. “We know what is **expected** of us.”
2. “We have the facilities, materials and IT **tools** to do our work right.”
3. “They have the daily opportunity to do what they do **best**.”
4. “They get regular **recognition/praise**.”
5. “Someone **cares** about me as a person.”
6. “Someone encourages my **development**.”
7. “My **opinions** seem to count.”
8. “The mission or purpose of my organization makes me feel my **job is important**.”
9. “My associates/fellow employees are committed to **quality work**.”
10. “I have a **best friend** at work.”
11. “In the last six months someone has talked to me about **my progress**.”
12. “In the last year, I have had opportunities to **learn and grow**.”

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Engagement Drivers – Personal Traits



What is
the
difference?



Loss of Expertise (Critical K) – Retirement or Turnover

Poll on Techniques to Harvest Critical Knowledge

Baby Boomer **retirements** are continuing, and employee **turnover** seems to be increasing in many regions. Hence, the capture of **departing critical knowledge** and the need for **accelerated learning curves** for new employees, becomes essential to organizational performance, health and sustainability in the K Age. What do you think are the expected amounts of critical K captured by:

<u>Exit Interviews</u>		&	<u>Mentoring?</u>
1.	5%	/	21%
2.	5%	/	37%
3.	11%	/	67%
4.	19%	/	>80%
5.	Over 20%	/	>80%

(Simulated due to
time constraints)

K Transfer & Retention
91%

KM Solutions Matrix™

What if top management could study a list of **organizational characteristics** and decide if any **applied** to them/their operation?

Further, what if each **characteristic** had a **proven KM solution** that could substantially improve their operations, many without enormous capital expense?

Would that seem appealing to you, if at all possible?

**(Simulated due to
time constraints)**

1. Yes

2. No

This is a trick question.

Of course the answer is true, but only if possible.

Poll on the **APPLICABILITY of the following
Organizational Characteristics
to your organization.**

**Check Yes/No,
or on scale 1 (not applicable) to
5 (very applicable).**

**(Simulated due to
time constraints)**

KM Solutions Matrix™ -- Typical Organizational Characteristics (6 of 12)

1. Do you do **complex projects** with enough **similarities**, that you could learn from one project to the next?
2. Do you have **multiple**, essentially identical **operations** (assembly plants, drilling ops., marketing, admin, retailing, product development, etc.)?
3. Do you face **competitive pressures**, disruptive new technologies and many other issues that threaten your performance, health and long-term sustainability?
4. Do you have complex or rapidly **changing environments**, and/or experiencing high turnover for any number of reasons, aka Rethink Learning?
5. Is unique or **specific expertise** often needed to help solve complex **issues**, and/or for project **staffing**?
6. Do you have huge numbers of organizational **documents**, often in knowledge **silos**, with little explicit information and knowledge sharing, or ability to find what you need when you need it?

REVIEW: Some Very Relevant K-Age (K-Economy, K-Society) Topics

1. Major **episodic** changes in **human occupations** – Result, the K Age.
2. K-Age **Engagement**. **Human attitudes**: Engagement, Passions, Motivation.
3. **Proven K-Age Initiatives**. **K Transfer & Retention/Continuity**.(KT&R).
4. **KM Solutions Matrix™**. Match typical Organizational Characteristics to 12 proven KM Initiatives, such as the **KT&R**.

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Questions? Contact me at:

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