MENTORING KNOWLEDGE TRANSFER

Managing Knowledge Worker Productivity
During Transition

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Knowledge Management (KM) has Failed

- The most valuable assets of a 20th-century company were its production equipment. The most valuable asset of a 21st-century institution, whether business or non-business, will be its knowledge workers and their productivity - *Peter Drucker, 1999*

- KM 1.0: Collecting, Storing and Sharing Organizational Information
  - "Just in case" shared drives, librarians

- KM 2.0: Just In Time Access to Human Advice and Collaboration to Apply Knowledge to an Issue at Hand
  - Contextual, informal and social learning

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Assets are Individually Developed

- Doctors as Knowledge Workers
- 2 Years Classroom/Books Training
- 2 Years of Rotations – Watching (What is the Job Tasks)
- 4 Years Residency - Mentored Doing ➔ Teaching
- 8 Years Before "Autonomy" (Self Managing, KW Productivity)
- 75% is Mentored Development
- Increasing Responsibility
- Quality over Quantity (Taylorism and Training Widgets)
- Asset over "Cost"
- Organizational Culture

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Why Now in NYS?

1. IT Consolidation & Reorganization
   - Example: Minnesota
   - Internal Job Mobility
2. New Projects, Technology and Enterprise Practices
3. Retirement Tsunami
4. Staff Augmentation Dependency*

- Internalize Core Competency: In-House Critical Functions
- Service Aligned Workforce (not Title/Function/Taylor)
- Agile IT Workforce

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Moving Knowledge (not Information)

- From Retirees
- From Project Consultants
- From Staff Augmentation Consultants
- From Current State Staff (redeploy)

- To People (Where and When Needed for Productive Application)

- Knowledge Transfer is Human to Human (forget training widgets and libraries)

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Peer Mentoring

- An experienced/skilled Mentor is paired with a less experienced/skilled Apprentice do develop the competency of the Apprentice
- Valuable for Mentor, Apprentice and Agency
- On the Job and “Conversational” (timely, contextual and richer)
- Only One of Many KT Techniques
  - In all cases, NYS is Paying or has Paid for the Knowledge (temporary)
  - Low Start-Up “Costs”
  - Immediately Impacts Outcomes, Preserves ROI
  - Effective (80% of Learning Is Informal, Forget “Training”)

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Your Role as a Manager – 10 Tips

1. Identify a one-to-one pairing
   - Mentor Driven
   - Apprentice Driven
2. Choose Good Mentors (2 Factors)
   - Competent
   - Skill You Want/Need to Replicate
3. **Motivate Mentor (& Apprentice)**
   - Positive Volunteer
   - **"Levers"** (ownership)
4. Clarify Roles
   - Peer Mentor vs. Manager
   - Task Assignment, Monitor Apprentice Progress, Feedback

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Your Role as a Manager – 10 Tips

5. Prep the Apprentice
   - Taking “Pull” Responsibility
   - Clear, documented, expectations
6. Kick-Off Meeting
   - Clarify 3 team members roles and relationships
   - Communicate everyone’s expectations
7. Ensure Foundation
   - Don’t teach on an unverified foundation (formal training)
   - Bring up to mentor-able speed
8. Explain the Map
   - What’s in it for me?
   - Where are we going? Priorities

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Your Role as a Manager – 10 Tips

9. Catalog Skills to Teach
   - Be specific
   - Even most complicated technical jobs are decomposable
10. Teach Mentors to Be Teachers
   - “If you can’t explain it to me you don’t know what you are talking about”
   - There is a skill involved in transferring

- How I was Developed
- Easier for Me then You – Motivations

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What Really Works

1. Find a Real and Valuable Project Plan
2. Identify Tasks the Would Benefit from Internalization
3. Make an Apprentice Primarily Accountable for those Tasks
4. Have Mentors Create/ID Customized Curriculum Around Those Tasks and Impact Core Knowledge Base Upfront (co-Author)
5. Have Apprentice “Teach-Back” to Secondary Teams
6. Apprentice Executes Tasks with Mentor’s Guidance/Advice/Oversight/Intervention (or reverse)
7. Continually Reassess Tasks for Mentoring Effort
8. Iterate

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You Already Do This, Right?

- Share-Drives?
- Content Management?
- KT in RFPs?
- Documentation at the End of Projects?

- Plan for Staff Development Before and During Projects – **Pre not Post**
- Human Problem & Ownership
- Is it Worth the Effort?

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Reading: Teach What You Know: A Practical Leader's Guide to Knowledge Transfer Using Peer Mentoring

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