



Learning and Knowledge Management

Essential Tools for Implementing Strategy

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Overview



Just as learning opportunities contribute to a successful society, so do they add to a successful enterprise.

Learning is knowledge transfer – and this is the key to a sustainable competitive advantage in today's rapidly changing economic climate.

Organizational Assessment



If you have no idea where you want to go – any road will take you there.

On the other hand, if you have a destination, a roadmap (or GPS) is a handy tool. Compare current to future knowledge requirements and develop your workforce to specifications.

Assessment Considerations



There are several things to keep in mind when formulating a learning and knowledge strategy:

- ✓ What must be learned
- ✓ How learning takes place
- ✓ Areas of specialization
- ✓ The extended enterprise





1. Learning Components

- Your human capital will have to implement the chosen strategy. The essential forms of training that will produce the right organizational knowledge are:
 - Procedures and Policy
 - Skills
 - Compliance and Regulations
 - Human Development
 - Cross Training

Groups of Learners



Procedures
Skills
Compliance
Developmental
Cross Training

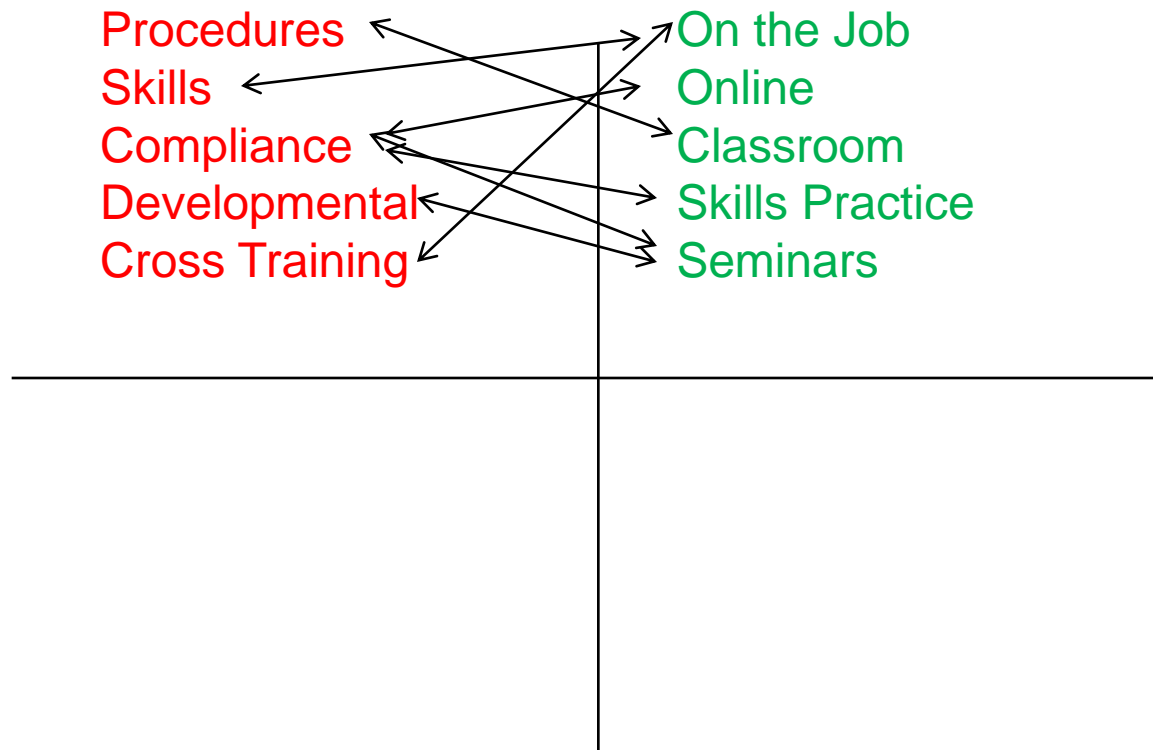
Where Learning Occurs



- Consider the following types of learning in assessing strategies:
 - On the job
 - In a classroom
 - Skills
 - Online course delivery
 - Seminars
 - Blended learning programs
 - Tacit transfer of knowledge



Groups of Learners



Unique Knowledge Requirements

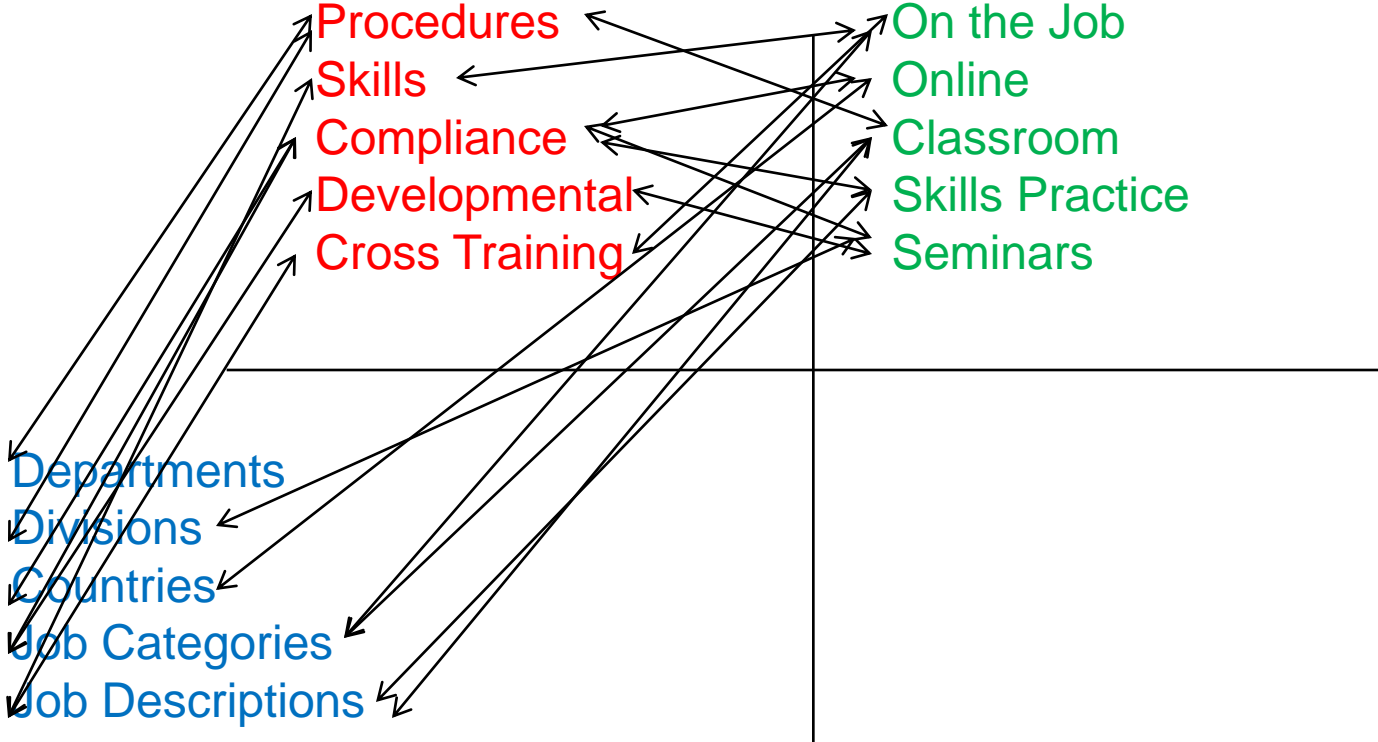


- We can group learners in many useful ways:
 - Departments
 - Client teams
 - Subject matter experts
 - Divisions
 - Countries
 - Job category
 - Job description
 - Number of reports
 - Etc.....





Groups of Learners



The Enterprise

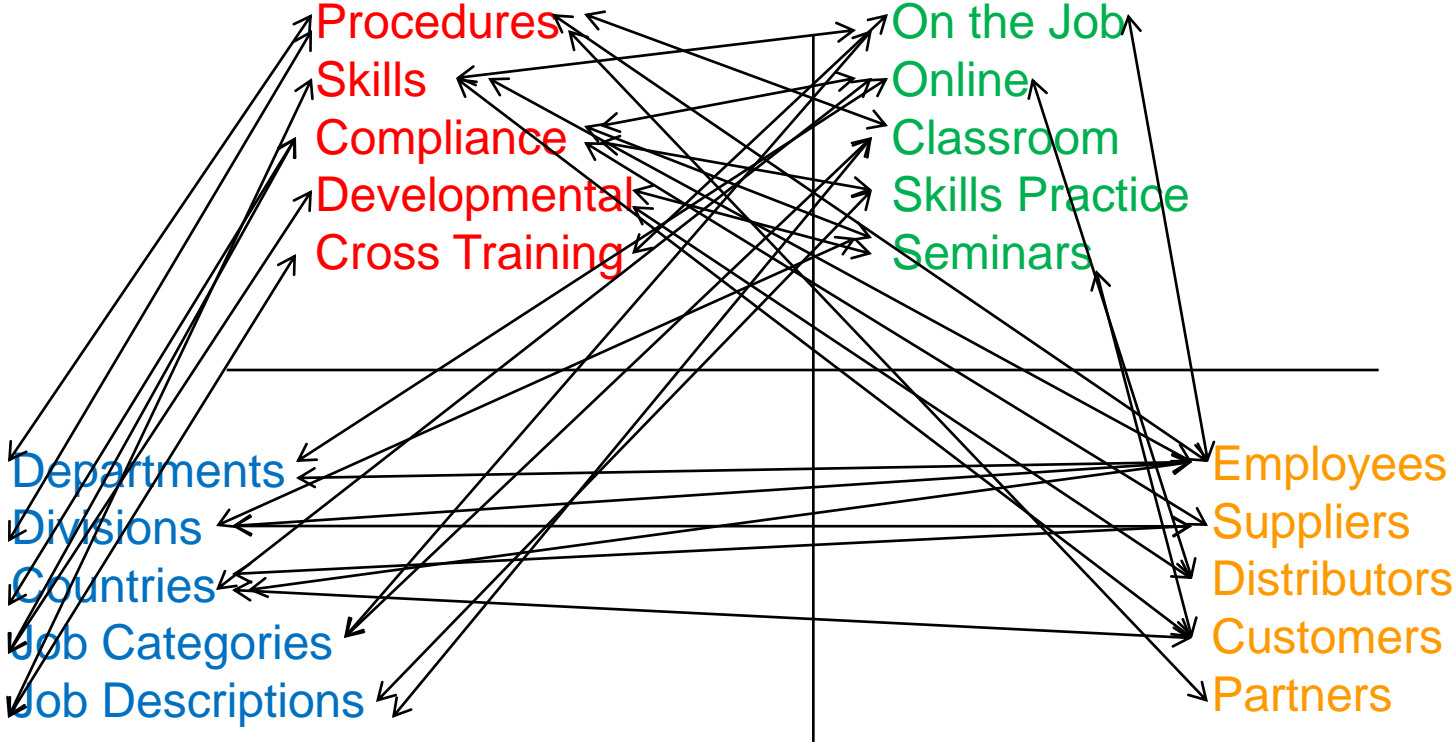


- When we extend learning requirements to all the stakeholders...
 - Employees
 - Customers
 - Suppliers
 - Distributors
 - Members
 - Other stakeholders

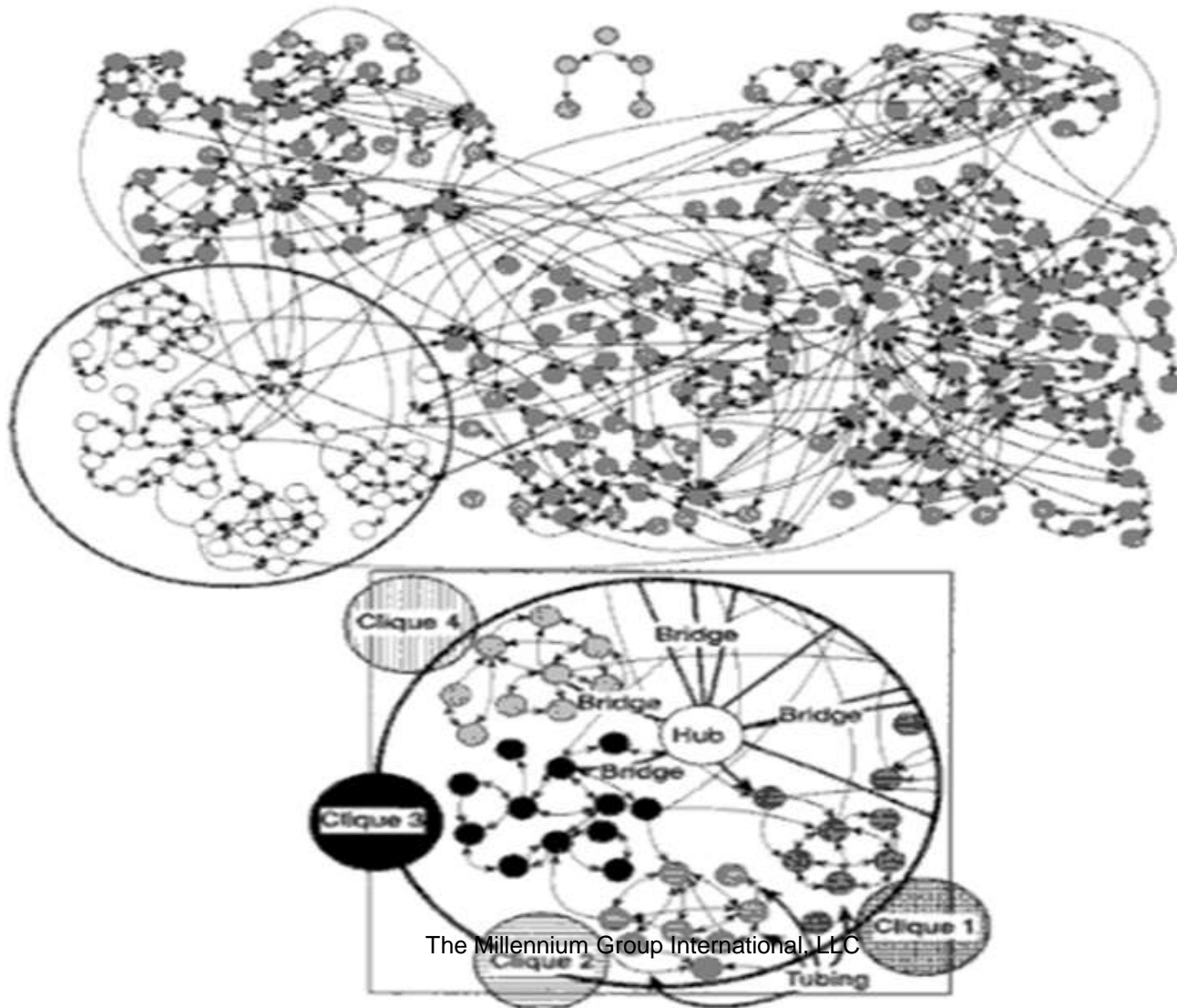




Groups of Learners



Social Networks



Performance Standards



- Employees cannot be held accountable to performance standards unless there is a demonstration of knowledge.
- The right knowledge in the right minds at the right time is required to:
 - Function properly
 - Move to the next level
 - Implement your strategy

Managing Groups of Learners



If every individual must contribute to the mission of the organization, how will this process be managed? Learners should be grouped into categories. – for instance...

- Everyone in a given department should know the procedures
- Each job function has a set of skills required to do the job properly
- All managers should have supervisory training
- Compliance and orientation is required for all employees

Functions of a Learning System



- Tracking learning outcomes
- Activity administration
- Grouping like learners
- Learning deployment
- Knowledge management
 - Creating knowledge objects
 - Repository functions
 - Updating and delivering
- Reporting



Learning Plan

Learning Plan: General

Description: Classes that are required for all employees

Date Assigned: 11/13/2006 **Assigned By:** Department Head

Total CEU Credits: 0.00 **Total CEU Hours:** 0.00

Task	Status	Score	CEU Credits	CEU Hours	Due Date	Type	Options	
Customer Service	Not Registered	Not Available	0.00	0.00	Not Assigned	Instructor-led	View Summary Register	
Customers, Conflict and Confrontation	Incomplete	Not Available	0.00	0.00	Not Assigned	Online	View Summary	
Foundations of Grammar	Incomplete	Not Available	0.00	0.00	Not Assigned	Online	View Summary	
Harassment	Not Registered	Not Available	0.00	0.00	Not Assigned	Instructor-led	View Summary Register	
Law Firm Overview	Not Registered	Not Available	0.00	0.00	Not Assigned	Instructor-led	View Summary Register	
LMS Introduction	Completed	100	0.00	0.00	Not Assigned	Online	View Summary Completion Certificate >	
Orientation	Not Registered	Not Available	0.00	0.00	Not Assigned	Instructor-led	View Summary Register	
Team Training	Not Registered	Not Available	0.00	0.00	Not Assigned	Instructor-led	View Summary Register	



Establishing a Program

- Needs Assessment
- Gap analysis and roadmap
- Learning system
- Internal buy-in at all levels
- ROI in human capital
- Performance metrics
- Continuous process improvement
- Managing continuous change

Building a Learning Organization



- The system has many components that must work together
- Once the organization “learns to learn” it becomes capable of spontaneous change
- “Transformational learning” can happen at any or all levels of an organization
- This is the essence of a change-centric organization