HOW TO RETAIN ORGANIZATIONAL KNOWLEDGE

DURING THE GREAT RESIGNATION

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ABOUT TODAY'S WEBINAR

- Talent development executives are facing significant organizational knowledge loss right now

- Lack of senior leadership focus and funding on knowledge management initiatives creates knowledge gaps.

- Early employee engagement was successful, but what is next?

- It is not too late to act to retain knowledge and meaningfully engage the workforce.

ABOUT LIZ HERMAN

- Long-time knowledge manager, technical communicator

- Education, Health, Agriculture, Retirement industries

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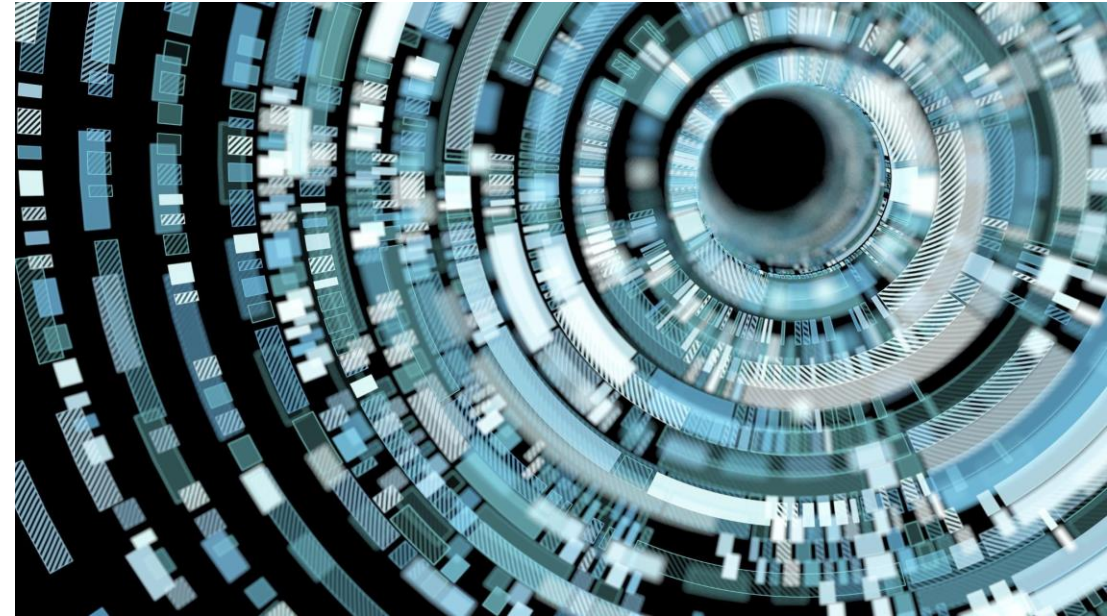
- Thank you, ATD!

FRAMING THE PROBLEM

ARE WE DOING TOO GOOD OF A JOB?

TECHNOLOGY ENABLEMENT

The good, the bad, the ugly

- Good: Save content, knowledge, information

- Bad: Infoglut, unsearchable, too many results, overwhelming

- Ugly: Employees create their own knowledge and processes

EXPLICIT VS TACIT KNOWLEDGE

- Doing a great job capturing explicit knowledge

- Letting tacit knowledge walk out the door

WHAT CAN TD EXECS DO?

PEOPLE

Plan and Fund

- Justify through faster organizational decision making, faster access to information

- Pilot improvements in search term refinement

- Redistribute TD resources to support KM initiatives

Seek and Find

- Seek out people with KM, content management, and technical writing skills as part of their overall background

- ^^ and / or learning and development experience can help propel KM efforts

RETHINK

Role Descriptions

- Combined roles because of the pandemic?

- Role review by employee group
    - Bonus: Uncovers knowledge gaps

Exit Interviews

- Last chance to capture tacit knowledge

- A "SME Interview" approach

- Is there anything you do today that is not documented or captured somewhere?

PROCESS: MACRO

Is there an organizational wide process to capture, store, retain, archive knowledge?

Do employees understand it?

How does organizational culture support or detract?

PROCESS: MICRO

SMEs and SOPs

- SME interviews
  - Not exhaustive
  - Five Whys from Lean Six Sigma

- Create, review, revise SOPs and close gaps
  - Not exhaustive
  - A little clean-up can make a difference

Eyes and Ears

- Dust off the succession plan.
  - What are you hearing and seeing? Where are the personnel gaps? Who's not covered?

- Look and listen for flight risk employees
  - Pandemic
  - Life changes
  - Promotion/compensation concerns
  - Escalating negative attitude
  - Prioritize knowledge capture for these individuals
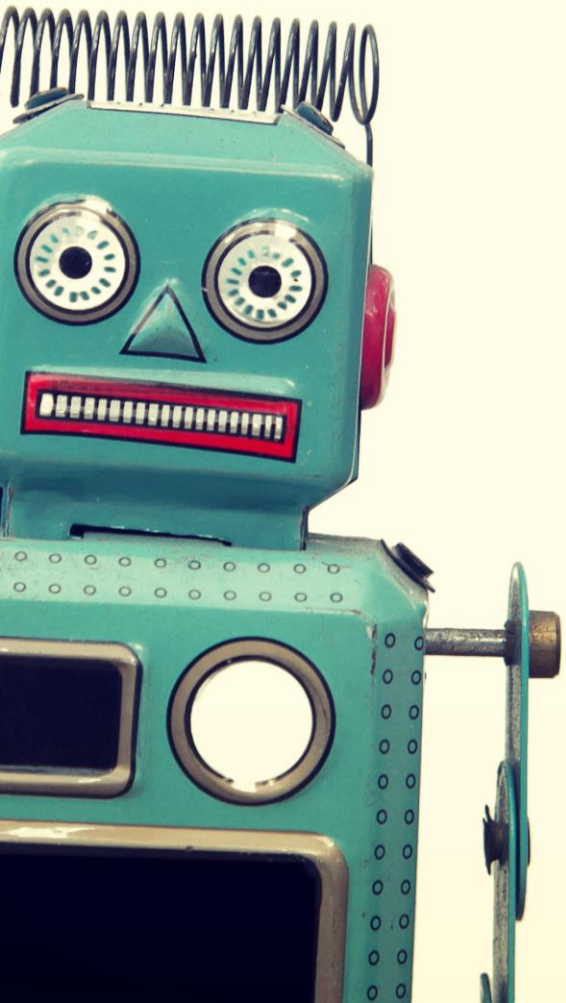
TECHNOLOGY

Technology enables KM. No more, no less

Avoid overreliance on technology to solve KM problems

Technology rarely fixes human problems

Content

CHAMPION KM INITIATIVES

EMPLOYEE ENGAGEMENT

Take action

- Asynchronous video for all-organization communication
- Virtual office hours
- 30x30 meetings
- US postal mail

SUMMARY

Stem organizational knowledge loss

Champion organizational KM

Seek out skilled TD professionals

Rethink role descriptions

Reimagine the employee exit interview

Overcome virtual meeting fatigue

THANK YOU