Knowledge management – Use it or lose it

The Knowledge management – Use it or lose it program is designed for middle and upper managers of registered training organisations (RTOs) in Queensland.

Knowledge management is based on the idea that an organisation’s most valuable resource is the knowledge of its people. Therefore, the extent to which an organisation performs well will depend, among other things, on how effectively its people can create new knowledge, share knowledge around the organisation, and use that knowledge to best effect.

For organisations characterised by: an ageing workforce demographic, high mobility of staff, perceived or real expert and specialised job roles, downsizing, restructuring or cost efficiency pressures, a key emerging issue is ‘How is the most important knowledge retained when key staff leave?’.

The program aims to build in-house capability of RTOs to identify the level of tacit (or expert) knowledge within the organisation, what needs to be captured and what level of risk it poses if this knowledge ‘walks out the door’?

What is expert knowledge?

Information (or explicit knowledge) can be captured and written down (for example, in procedures, training materials, case studies, checklists and guides).

Tacit (or expert) knowledge is different. It is built up over time and through experience. Because it is highly personal and context-specific, tacit knowledge is difficult to transfer from person to person, let alone team to team or site to site. Tacit knowledge always resides in a person, and is described by terms like ‘gut feel’, ‘insight’ ‘intuition’ ‘judgment’ and ‘a feeling for things’. The knowledgeable expert has over time developed the ability to recognise and distinguish subtle patterns of variables that inform the application of the expert’s skills. The two-word answer most used by experts? ‘It depends.’

To minimise tacit knowledge loss, the emphasis is on transfer, not capture. Tacit knowledge is transferred by close personal contact: mentoring, coaching, master-apprentice relationships, problem-solving, observation, teaming, and work shadowing. Knowledge transfer takes time…

Dr Kate Andrews, 2009

The Knowledge management – Use it or lose it program is facilitated by Dr Kate Andrews, Principal of KNOWABLE, a specialist knowledge asset consultancy, and an organisational psychologist and past president of the Australian Human Resources Institute.
## Program package

### Webinar 1 – Identifying experts for knowledge transfer

*Thursday 14 March 2013, 9.00 – 9.45am (QLD time)*

This webinar will set the scene for Workshop 1 by helping participants identify who are their knowledge ‘lone wolves’, and how to rank and prioritise knowledge for transfer (Impact; Can’t Buy; Unique - the ICU method).

### Webinar 2 – Transferring expert knowledge

*Tuesday 19 March 2013, 9.00 – 9.45am (QLD time)*

This webinar will set the scene for workshop 2 by helping participants identify what parts of an expert’s knowledge should be transferred, how it can be done and how they can make that knowledge ‘stick’.

### Workshop 1 – Identifying experts for knowledge transfer

*Wednesday 1 May 2013, 9.00 – 12.00pm (QLD time), Brisbane*

This face to face workshop will work through exercises, practical tasks and guides that:

- Identify who the knowledge ‘lone wolves’ are, and what are the risks and rewards
- Provide prompt questions to find ‘lone wolves’
- Use an organisational structure chart to identify ‘lone wolves’
- Learn how to rank and prioritise knowledge for transfer (the ICU method)
- Develop a personalised target list of people for knowledge transfer

### Workshop 2 – Transferring expert knowledge

*Wednesday 1 May 2013, 1.00 – 4.00pm (QLD time), Brisbane*

This face to face workshop will work through exercises, practical tasks and guides that:

- Identify what is tacit knowledge and what is explicit knowledge – and the implications for transfer
- Provide prompt questions to identify which knowledge to transfer
- Outlines the ‘how to’: 30 ways to transfer knowledge
- Identify how to develop a knowledge transfer plan
- Develop a personalised knowledge transfer plan

## Registration

The packaged program cost for two webinars and workshops is $185 inc GST.

To register, email [events.qvdc@dete.qld.gov.au](mailto:events.qvdc@dete.qld.gov.au) and a registration form will be emailed to you.

This program is part of the Professional Learning Program conducted by the Queensland VET Development Centre ([QVDC](http://qvdc.qld.gov.au)).