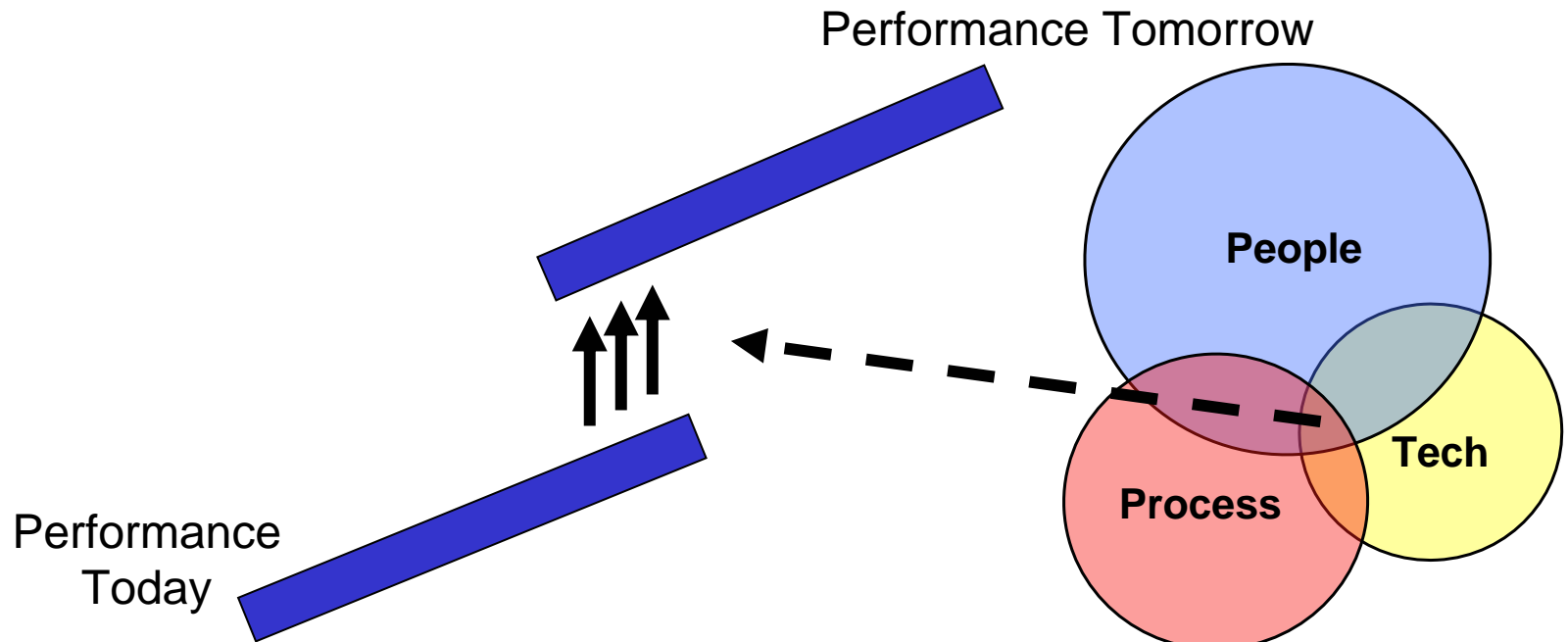


Making Learning & Performing Routine



SI KM Leaders Community Telecon

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Topics for This Session

- KM Distinctions in High Performing & Learning Organizations
- Routine Performing & Learning
 - The Core Learning Processes
 - Performing & Learning Assurance Standards
- The Role of CoP²
- Delivering on the Promise of KM
- Q&A

Great Example of Typical Incremental Improvement

- **Context:** U.S. Army convoy operations in Iraq.
- **Problem:** CV joints on Humvees breaking down due to sand. Convoys pulling over on the side of the road for repairs, with obvious danger.
- **Solution:** One unit member discovers Ready-to-Eat meal bags make a great make-shift solution. But keeps it to himself. In the Army Logistics community space, people are talking about the problem. The innovator posts his solution, sharing it with everyone at the same time.
- **ROI:** Some others adopt this simple practice, lives saved and operations more secure - while the Army works on a longer term solution.

Delivering on the Promise of KM

Why only incremental results?

- Technology is necessary but insufficient
- Results are necessary but insufficient
- Organizations have not taken on the daunting people aspects
 - Soft stuff is the hard stuff: behavior, culture, leadership, governance
 - Requires competencies not found in the mainstream of business
 - Unpredictable, personal, difficult to measure and target

If we only didn't have to deal with people!

KM Distinctions of a High Performance Organization

*“Every time we do the same thing again,
we do it better”*

- Learns & performs at the speed of change
- Senses & responds to customer needs *faster* than the competition
- Knowledge & information flow is fast & frictionless
- Collective know-how is highly accessible and adaptable

High Performing Org = High Learning Org

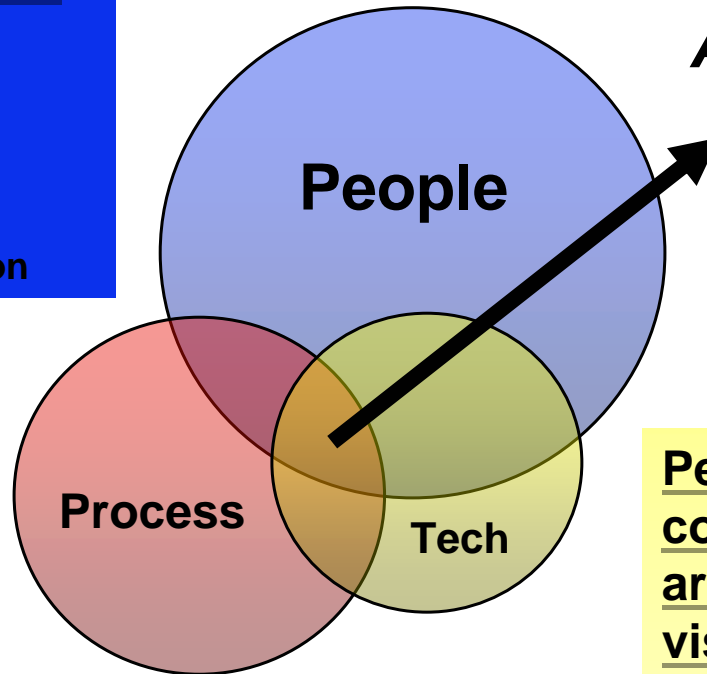
KM Observations of High Performing & Learning Organizations

People share what they *think* others may need to know

- High trust
- Partnering mindset
- Communities of passion
- “It’s all about the conversations”
- Leadership demands collaboration

The latest know-how & experience is routinely embedded in strategy & operations

- Fast learning processes
- Performance-based process improvement
- Capabilities-based resource management
- Simulation and gaming



An Integrated Approach

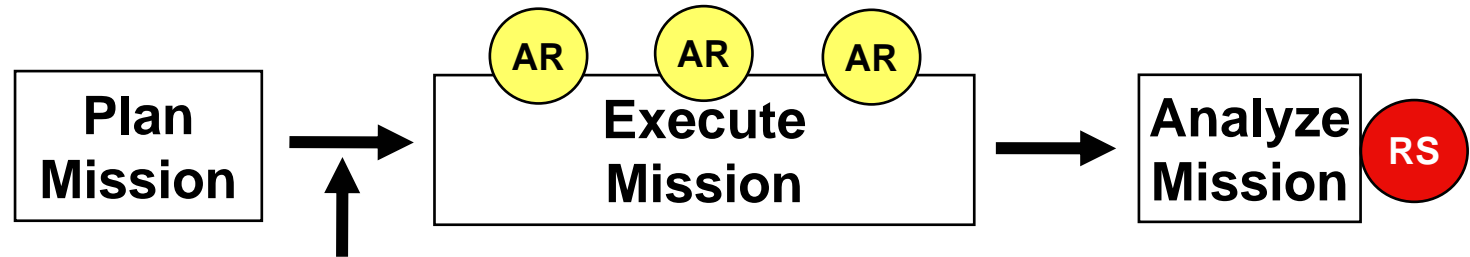
People & their collective knowledge are secure, yet highly visible and easily accessible

- Smart security
- Resilient networks
- Easy to find people who know
- Virtual Collaboration
- Digital workflows

How to Make High Performing & Learning Routine

- What it Looks Like
- The Core Learning Processes
- Performing & Learning Assurance Standards

Core Learning Processes: *Learning Before, During & After*

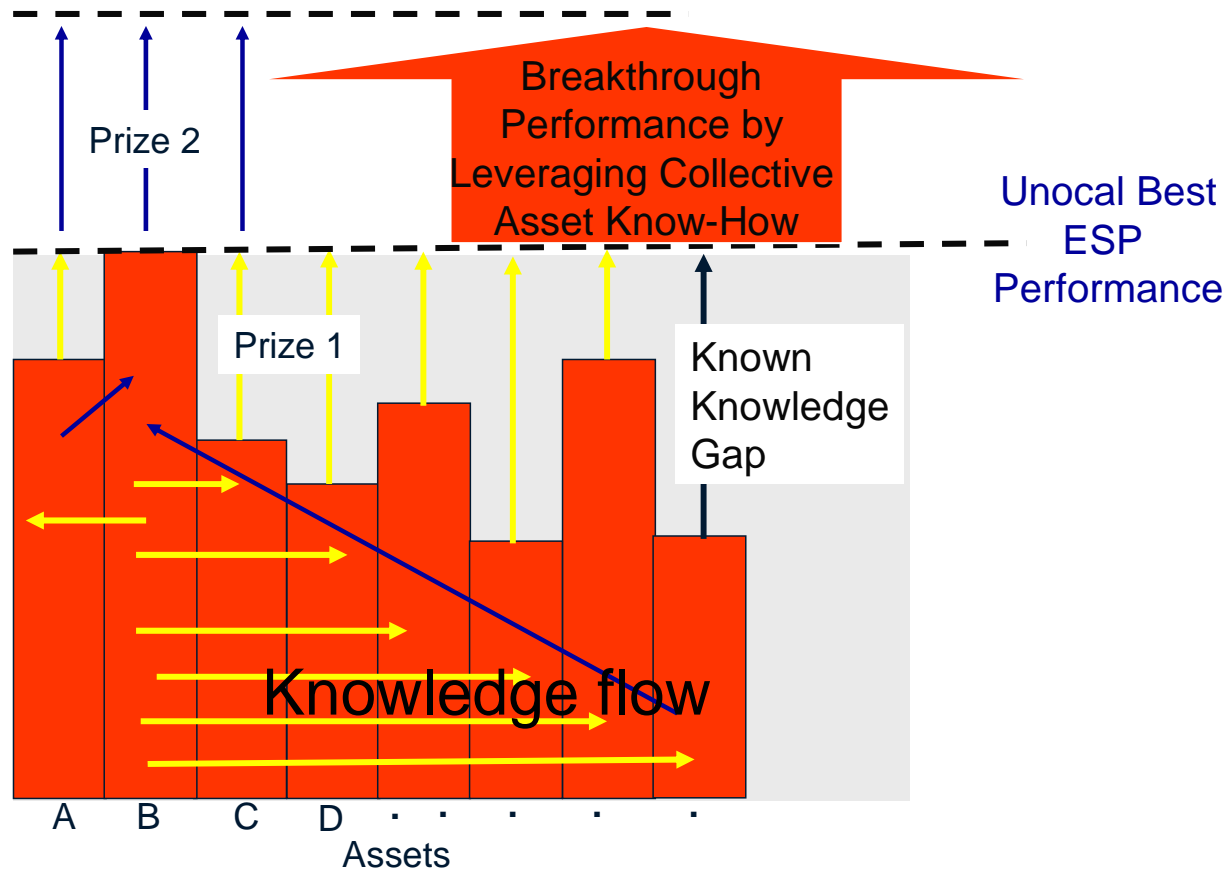


- *In-the-job Team meeting*
- *Builds discipline, relationships & trust*
- *Becomes part of the way you work*

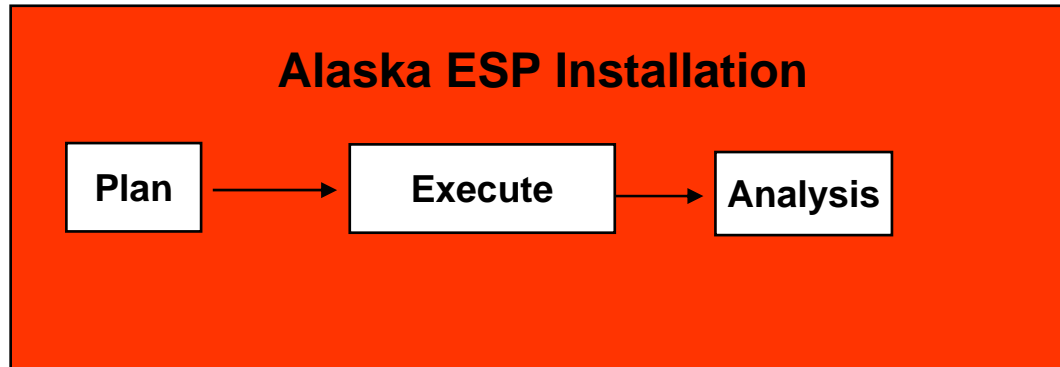
- PA** Learn Before Doing:
Peer Assist
(2 hrs to 2 days)
- AR** Learn While Doing:
Action Review
(15 min)
- RS** Learn After Doing:
Retrospect
(2 to 4 hrs)

A Systemic Approach

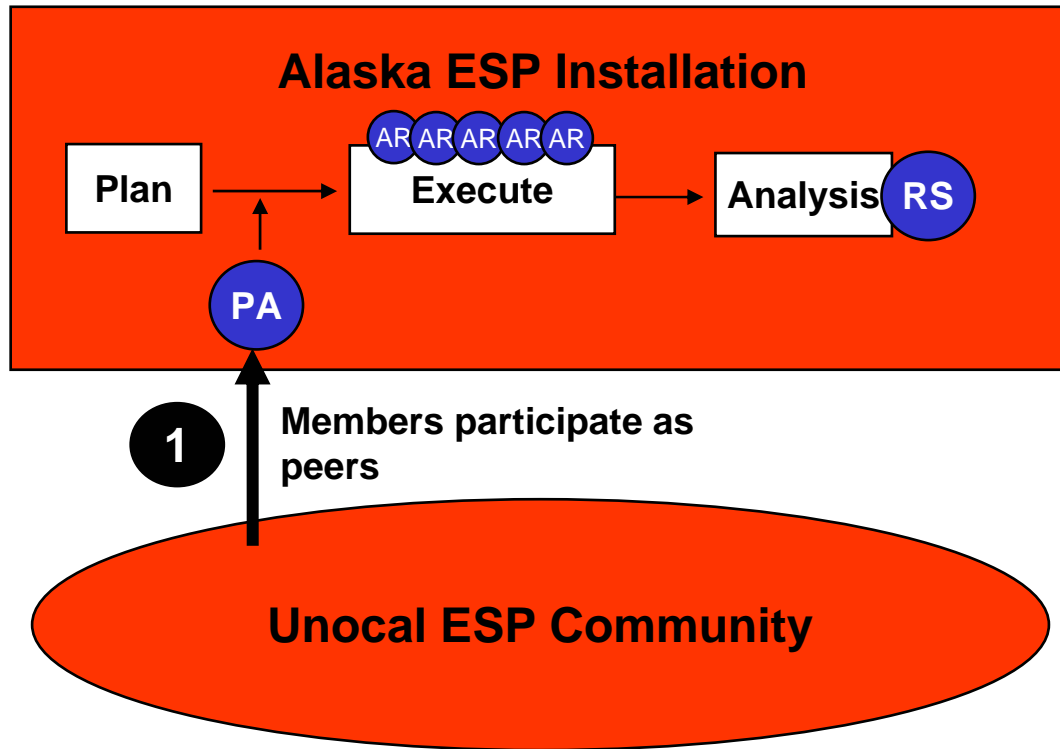
Leveraging Cross-Asset ESP Performance: The Sum is Greater Than the Parts



Embedding Performing & Learning in the Job



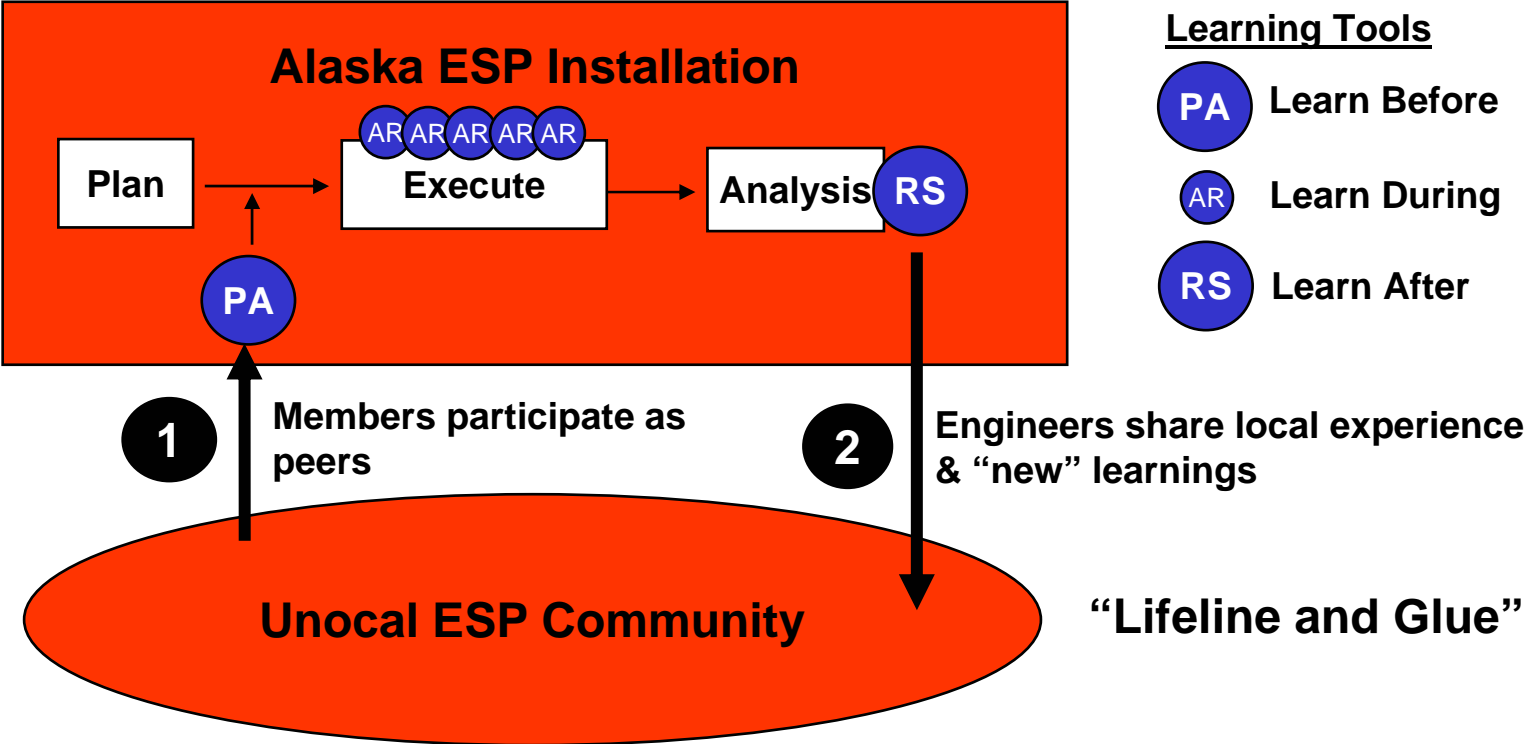
Embedding Performing & Learning in the Job



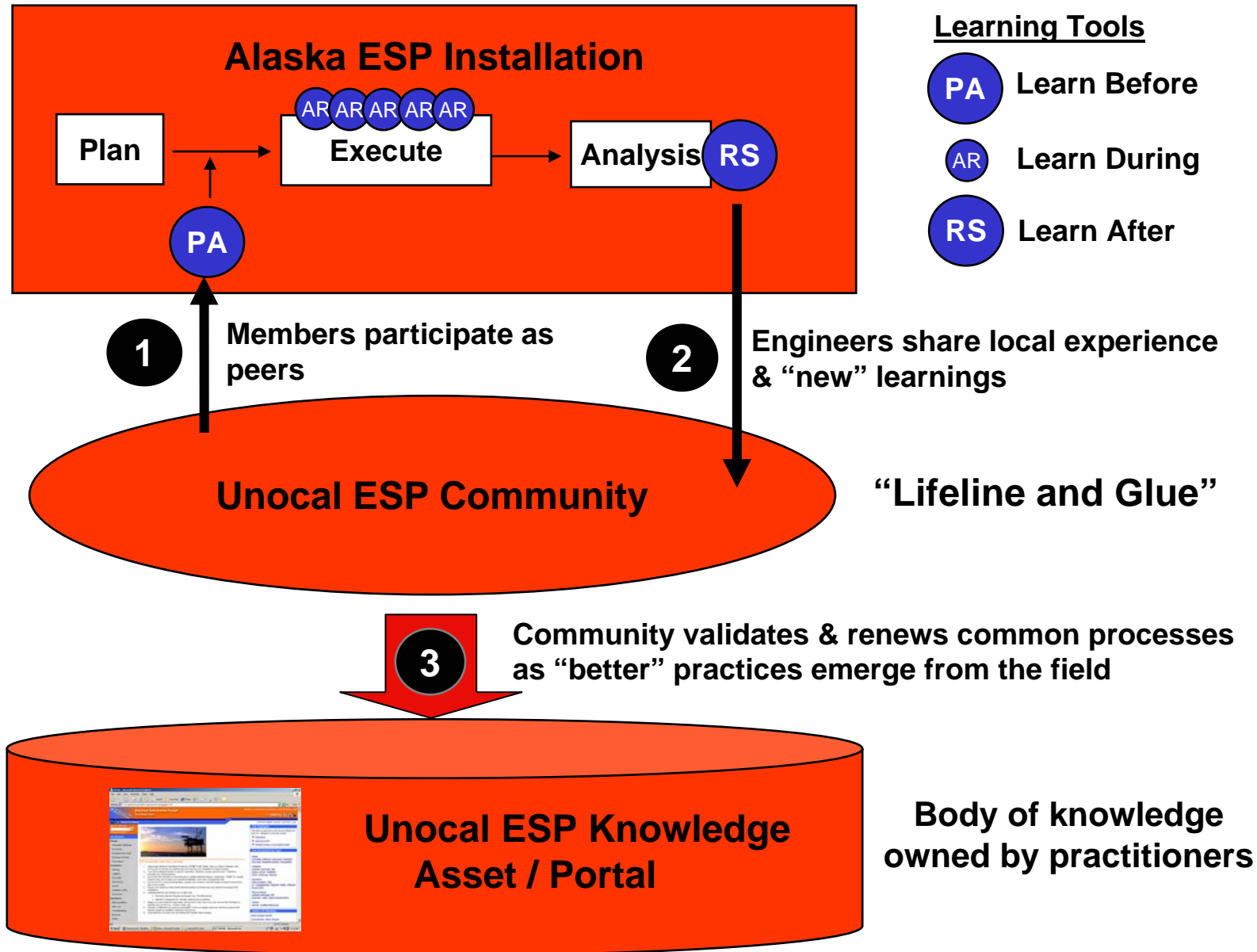
Learning Tools

- PA Learn Before
- AR Learn During
- RS Learn After

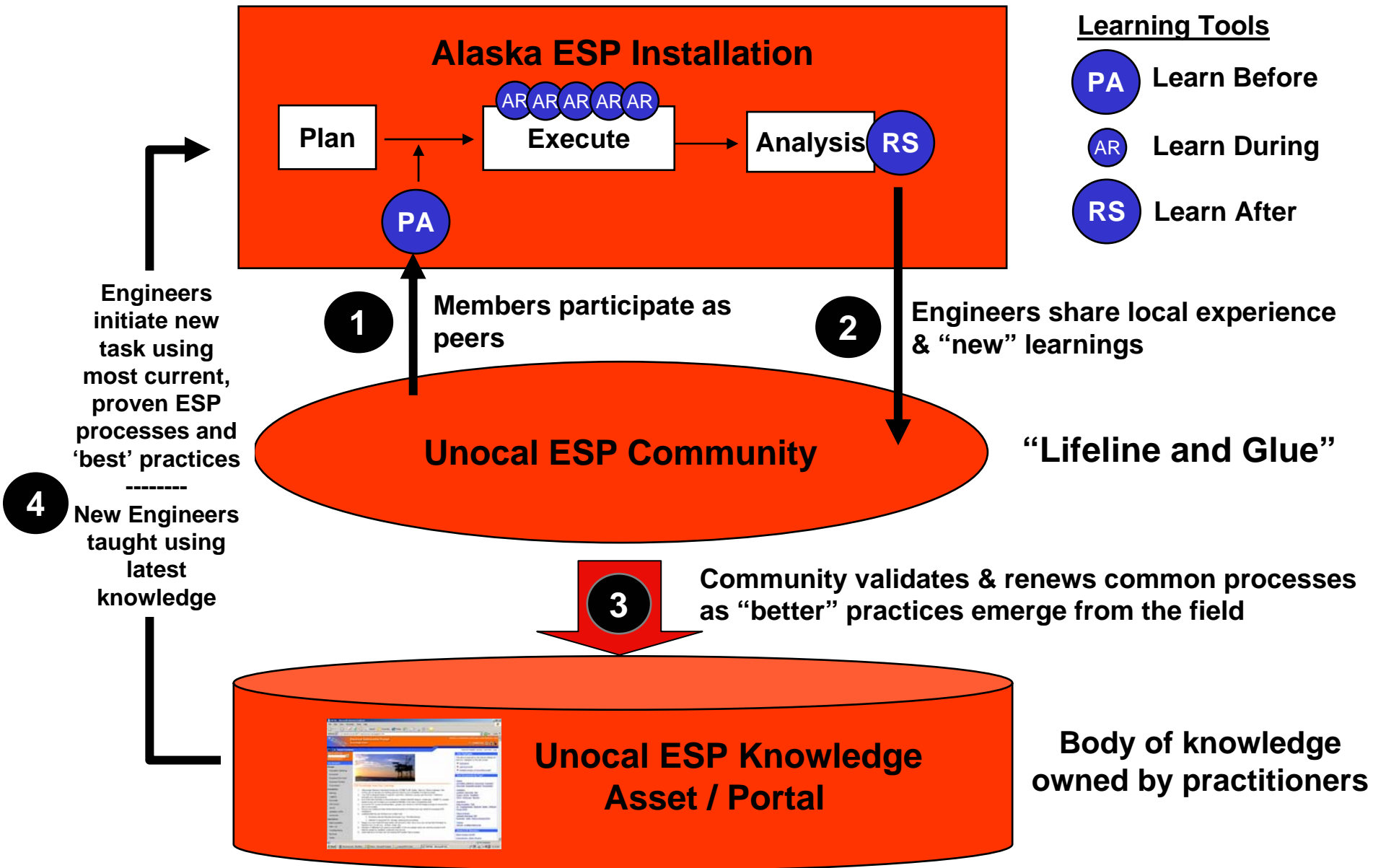
Embedding Performing & Learning in the Job



Embedding Performing & Learning in the Job

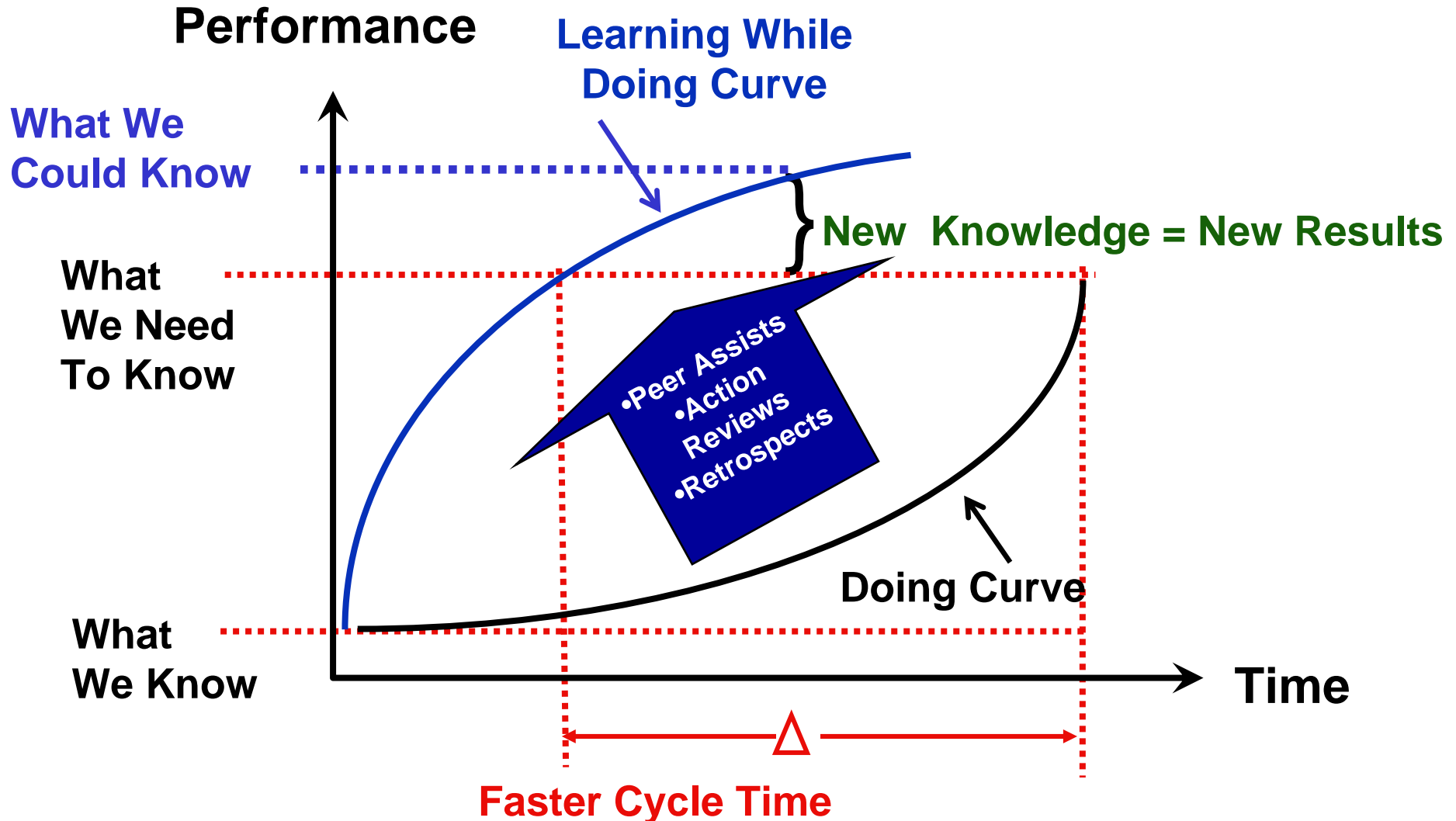


Embedding Performing & Learning in the Job



The Need for Speed:

People don't think they can afford the time it takes to learn



The Peer Assist:

Learning before doing

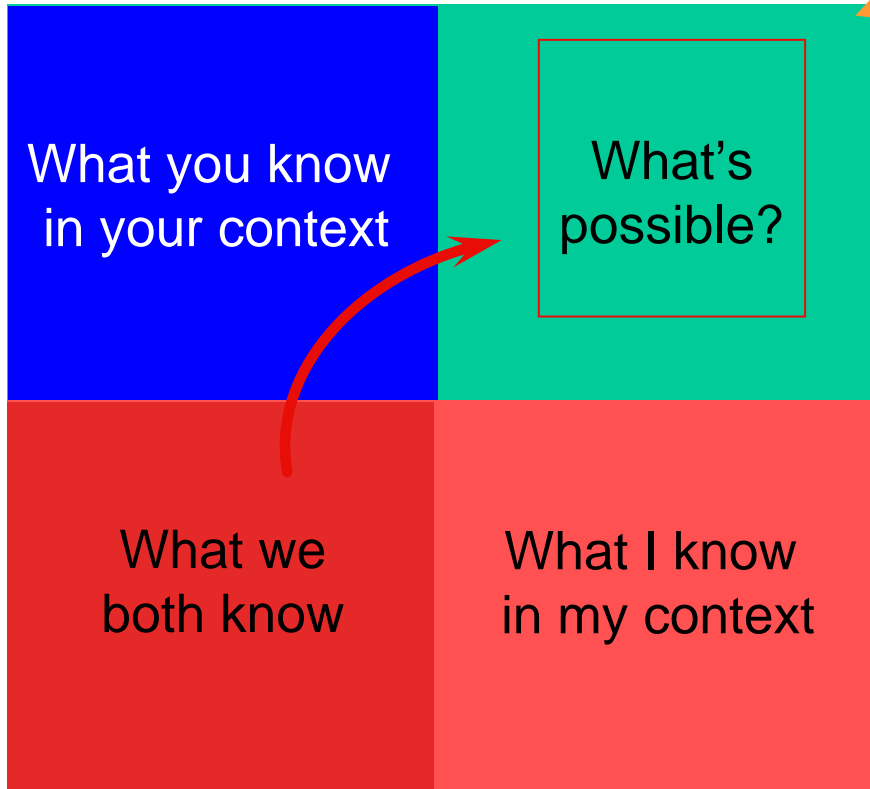
- Targets a specific business challenge
- Seeks insight from peers outside the team
- Identifies new possibilities, options & questions
- Improves plans before they are implemented
- Providers of knowledge often learn something new to take away
- Initiates or renews
Networks/Communities of Practice



**Facilitated
work-session before the
work is started, lasting
anywhere from 2 hours
to 2 days in duration**

How it Works

Action



The politics accompanying hierarchies hampers the free exchange of knowledge. People are much more open with their peers. They are much more willing to share and to listen.

The Action Review

Learning while doing

4 Simple Questions:

- What was supposed to happen?
- What actually happened?
- Why is there a difference?
- What can we learn from this and do right now?



After any event, sub-task or milestone - just 15 minutes to improve work for tomorrow, while building team relationships, trust and learnings

Action Review Rules

- Openness, nothing hidden
- Leaders lead on equal footing
- Learning, not blame or evaluation
- Everyone involved takes part
- No outsiders
- Real issues, not “the time the tea arrived”



Execute within 30 minutes before ‘varnish is applied’

What Do People Say About ARs?

- “I have been working here for 20 years and this is the first time anyone has asked me what I think”
- *Boilermaker during a maintenance operation in Singapore*
- “There are times when you think we don't have time to do this, then you do it and you think we don't have time not to do this.”
- *Contractor during a major refinery turnaround in the US*
- “This was the one initiative that actually made a difference to the way we did business.”
- *Government negotiator for an oil company in Vietnam*
- “You’ll be surprised at how much you learn.”
- *Project Manager for an new eBusiness retail start-up*

It took 7 years to make AARs the ‘way they do things’ in the Army

The Retrospect:

Learning after doing

- What was the objective of the project?
- What did we achieve?
- What were the successes? Why? How can we repeat the success?
- What were the disappointments? Why? How can we avoid them in future?
- 'Marks out of 10'



Facilitated, forward looking team meeting (half-day), soon after the project has ended

Retrospect Basics

- An end-of-phase event
- Facilitated process of inquiry
- Takes about 30 minutes per team member
- Makes learning conscious and explicit
- Allows closure

Who Participates? *The team, the project sponsor, a facilitator, and future “customers” for the knowledge*

Performing & Learning Assurance Standards

We will learn before, during and after all we do, and we will share our knowledge across the Group to continuously improve performance.

- *KM element of BP's Operations Integrity Assurance Standards, Dec '98*

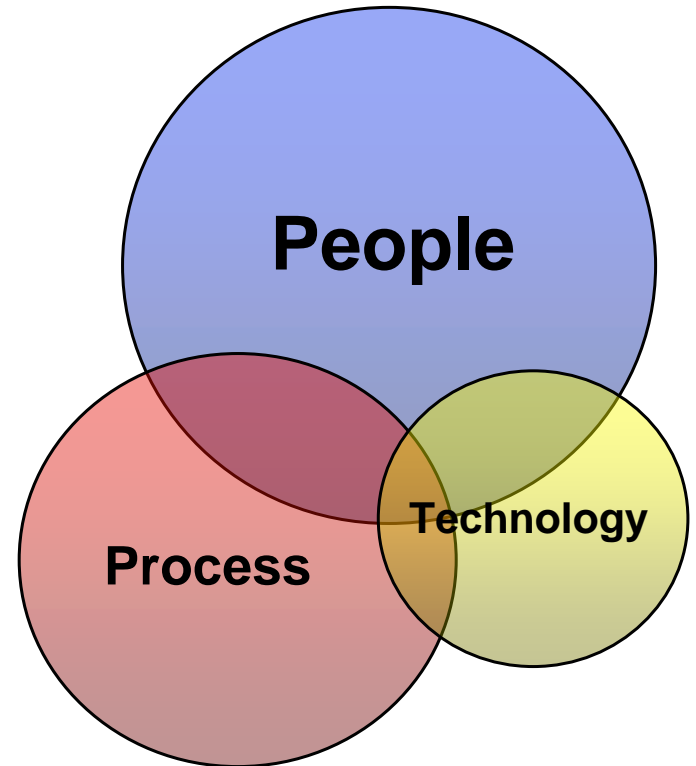
Expectations

- 'Lessons Learnt' and current effective practices are sought, reviewed and acknowledged before beginning any project or major work
- A process is in place to ensure routine review of learning during projects and continuous operations, resulting in changes to the forward plan
- Experience and learnings are captured and stored after each project, in a format designed to meet the needs of the re-user of the knowledge
- A process is in place to integrate captured knowledge with what the rest of the organisation knows, and to make it visible and usable for others
- Responsibilities are defined for maintaining all knowledge processes
- Facilitated networks are maintained through active participation with the business, in all areas that drive performance
- A business risk assurance process is used to identify knowledge needed, and knowledge which must be retained, to deliver performance targets

Communities of Practice & Passion (CoP²)

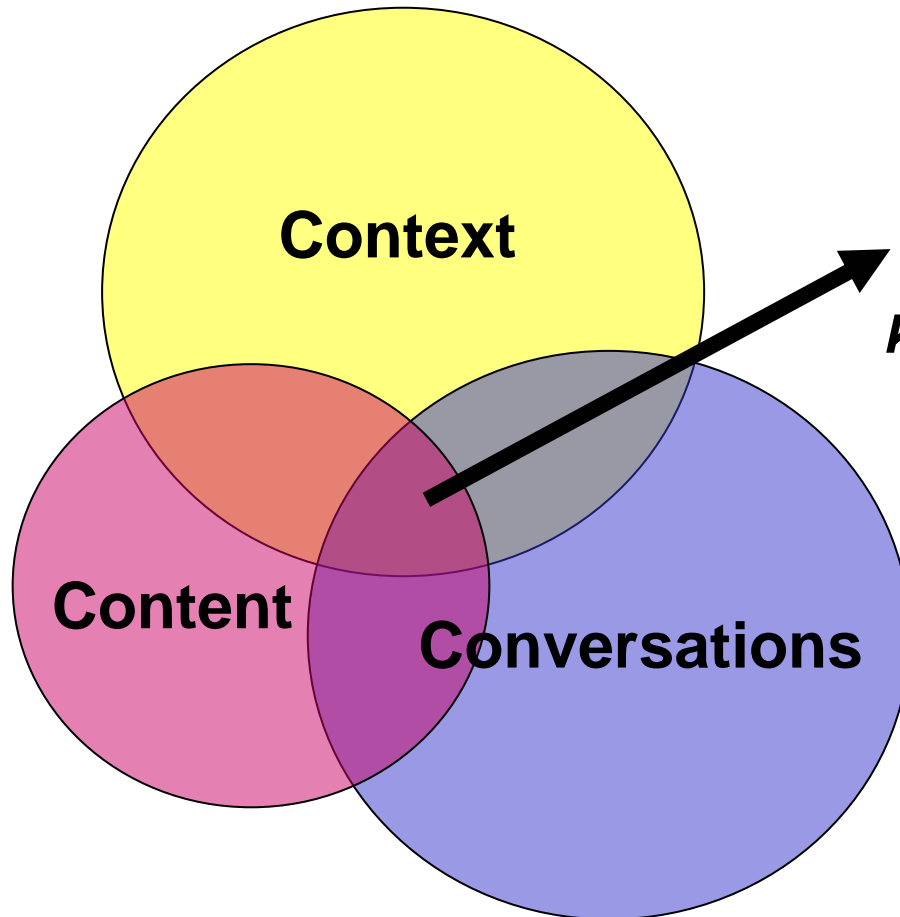
Building self-aware, adaptive leaders & knowledge workers

- Passion through identity among peers
 - Most people turn to their peers for solutions
 - Unconditional sharing & transfer of knowledge
 - New leadership requirements
 - A lot of effort, but...
- ...Creates an environment for self-awareness to grow, so real learning can occur
- ...Can institutionalize critical knowledge in hours & days instead of years!



Army Company Commanders CoP²

Successfully performing missions they can't be trained for



*Timely,
trusted,
highly
relevant
knowledge*

*Changing how
organizations
learn, think &
act*



As a Knowledge Leader, What Can You Do Right Now?

At the start of your day or next task/activity, ask yourself:

- What is supposed to happen & how will I know if I'm successful?
- What knowledge do I need, and where can I get it?
- Who else should I be talking to?
- What else will this make possible?

So, As a Knowledge Leader, What Can You Do Right Now?

In the middle of a current task or activity you are involved in, ask yourself:

- What was supposed to happen so far?
- What actually happened?
- Why are these different?
- What can I learn from this and do about it right now?

So, As a Knowledge Leader, What Can You Do Right Now?

At the end of the day or a current task or activity, ask yourself:

- What stands out for me that is new or different?
- What should I repeat next time I do this, and why?
- What should I do different next time, and why?
- Who else may be facing similar challenges and might find what I've learned useful?

Delivering on the Promise of KM

- Technology is necessary but insufficient
- Results are necessary but insufficient
- Organizations have not taken on the daunting people aspects
 - Soft stuff is the hard stuff: behavior, culture, leadership, governance
 - Requires competencies not found in the mainstream of business
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Embedding learning before, during and after into all core business processes changes the behavior of individuals, teams and organizations in a sustainable manner