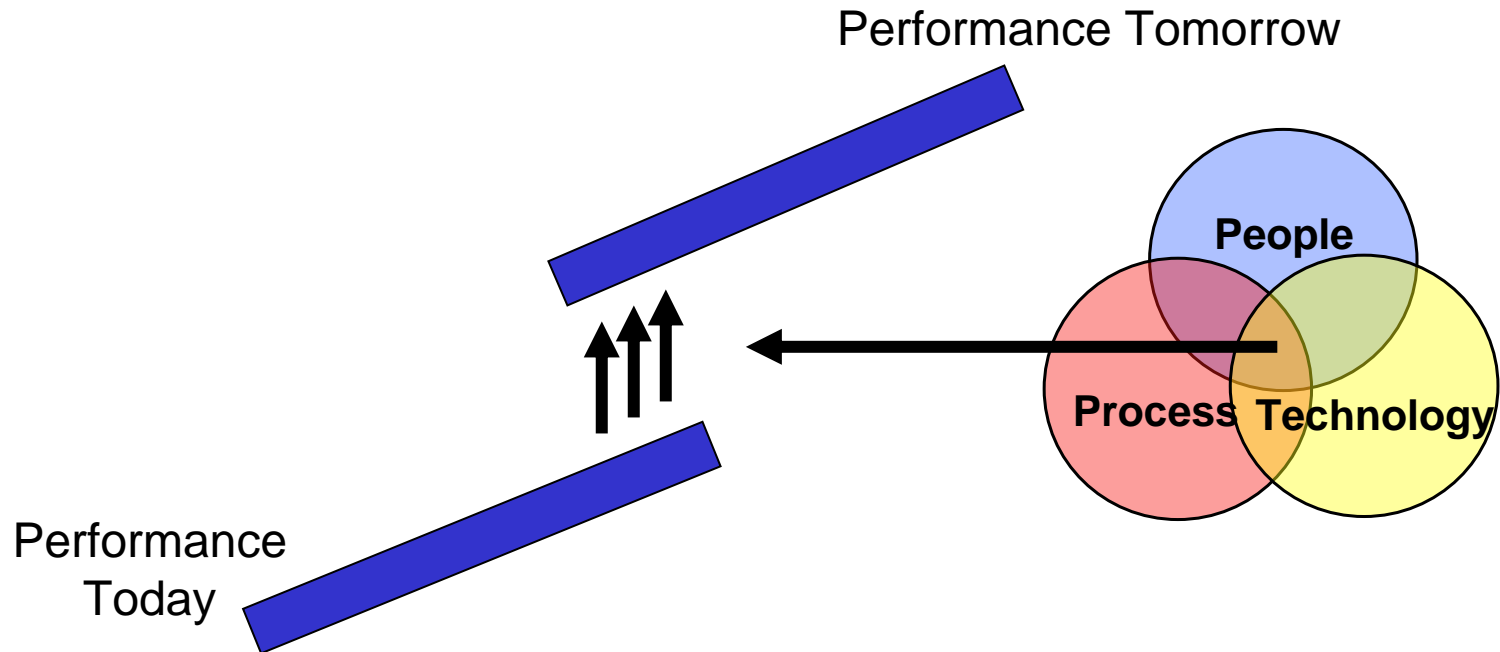


Leveraging Knowledge and Experience to *Accelerate* High Performance Transformation



6th Annual eGov Knowledge Management Conference

20 April, 2005

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Agenda

- **Characteristics of High Performance**
- **Enablers of Knowledge-Based Transformation**
- **Insights From a Transformer**

Characteristics of High Performance Organizations

- **Alignment**
 - Leaders shape and inspire the actions of employees
 - Everyone knows where the organization is headed & how they fit
 - Core values are understood and shared
- **Execution**
 - Core business processes are simplified & streamlined
 - Mission, team and individual performance is linked, and continuously measured and evaluated
 - Discipline and talent exist to execute flawlessly
- **Renewal**
 - Leadership creates the demand for change
 - Ideas and innovation are encouraged and rewarded
 - Leaders continuously confront reality

Teamwork, transparency & openness rule!

KM Distinctions of a High Performance Organization

- 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

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

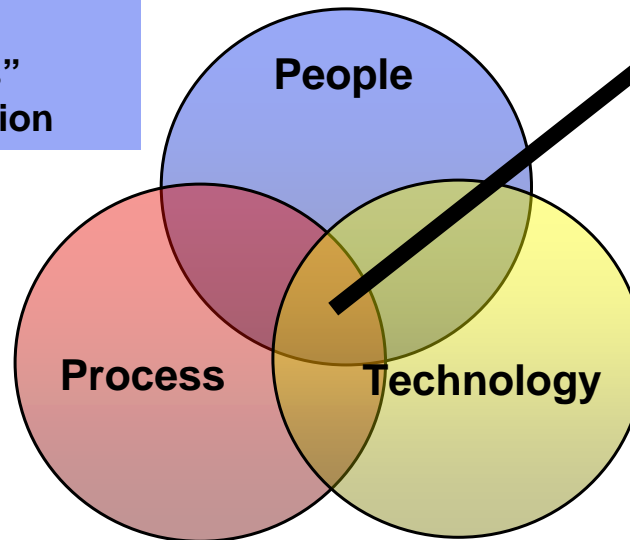
Observations of Knowledge-Based High Performing Organizations

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



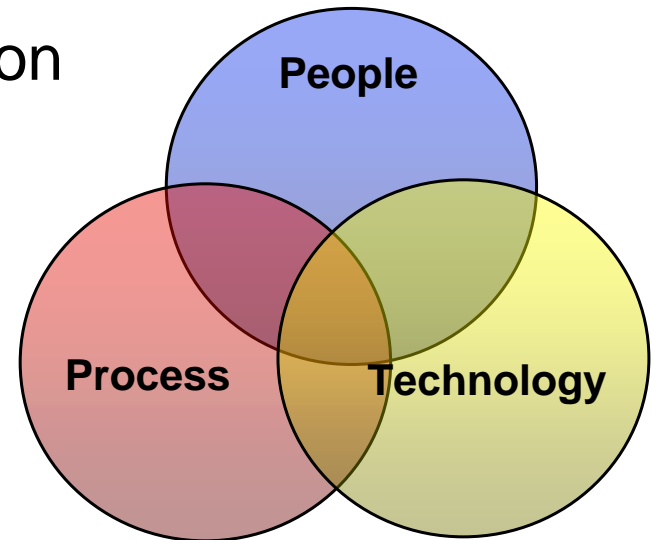
An Integrated Approach

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

Enablers of Knowledge-Based Transformation

- Organizational Diagnosis
- Business Process Transformation
- A Disciplined Approach
- Fast Learning & Performing
- Communities of Passion
- How It Works



Organizational Diagnosis: *From Here to There*

Today

Future

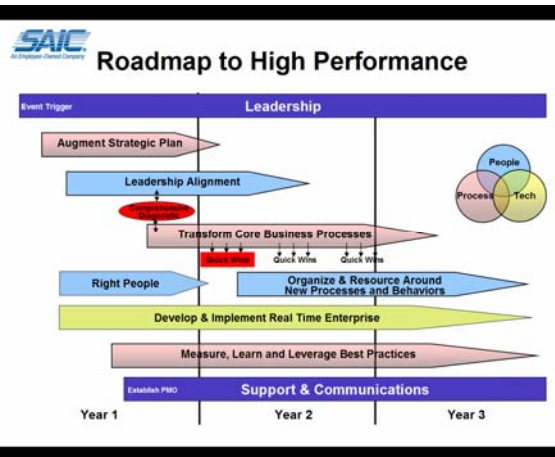
How We Get There

Description of your Current State in terms of:

- Structure
- Tasks
- Environment
- People

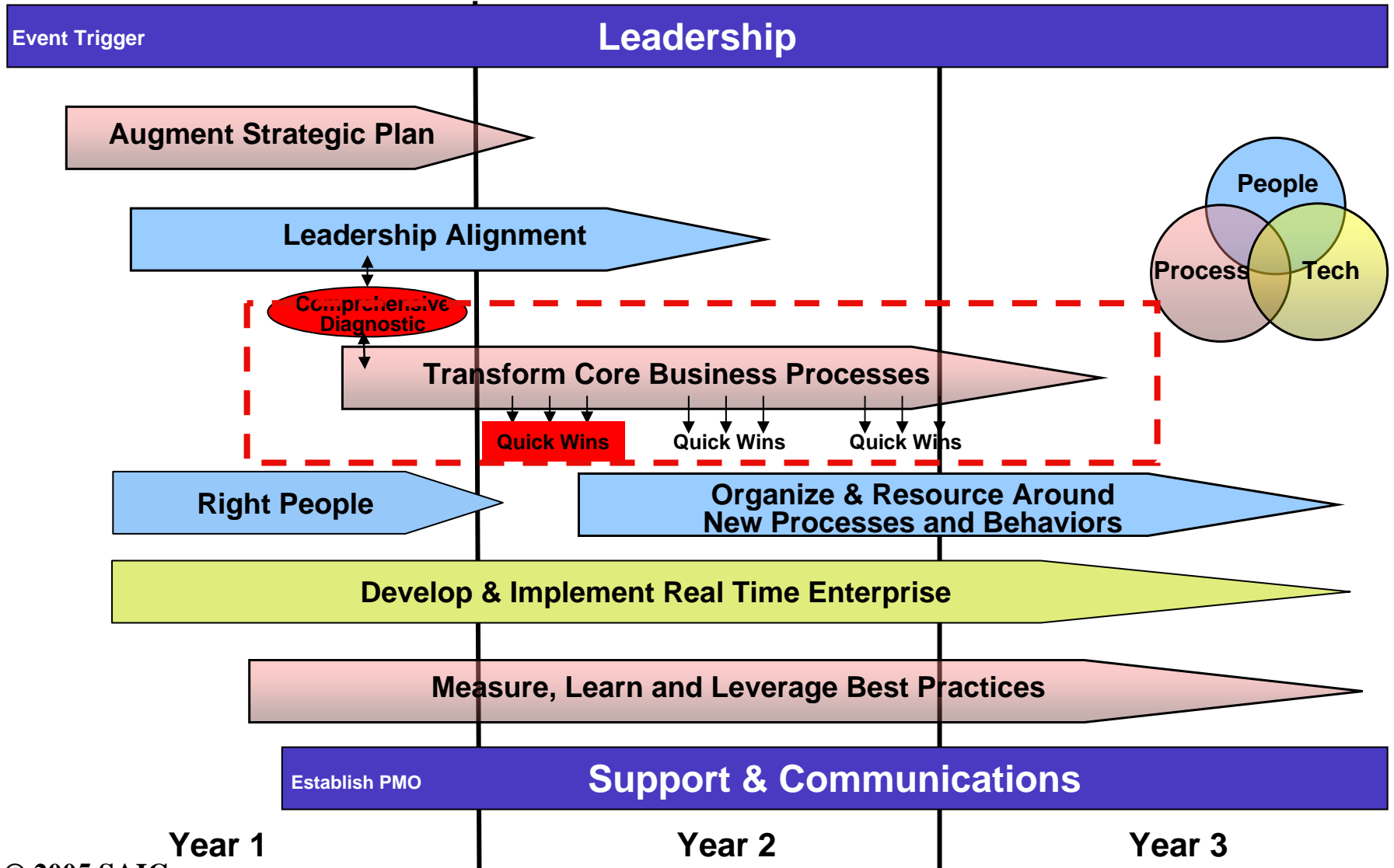
Description of your Objective State in terms of:

- Structure
- Tasks
- Environment
- People

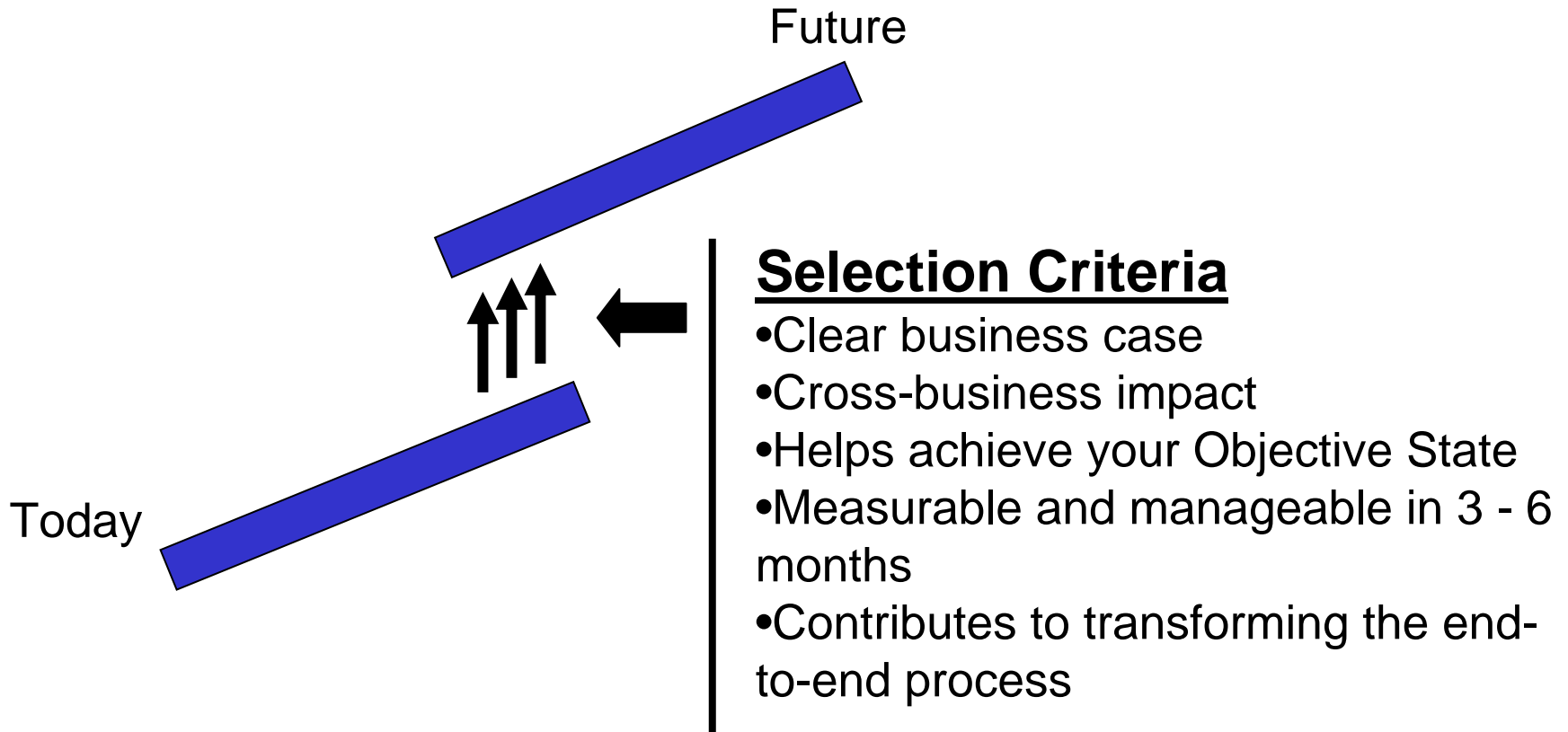


Gap Analysis & Prioritization

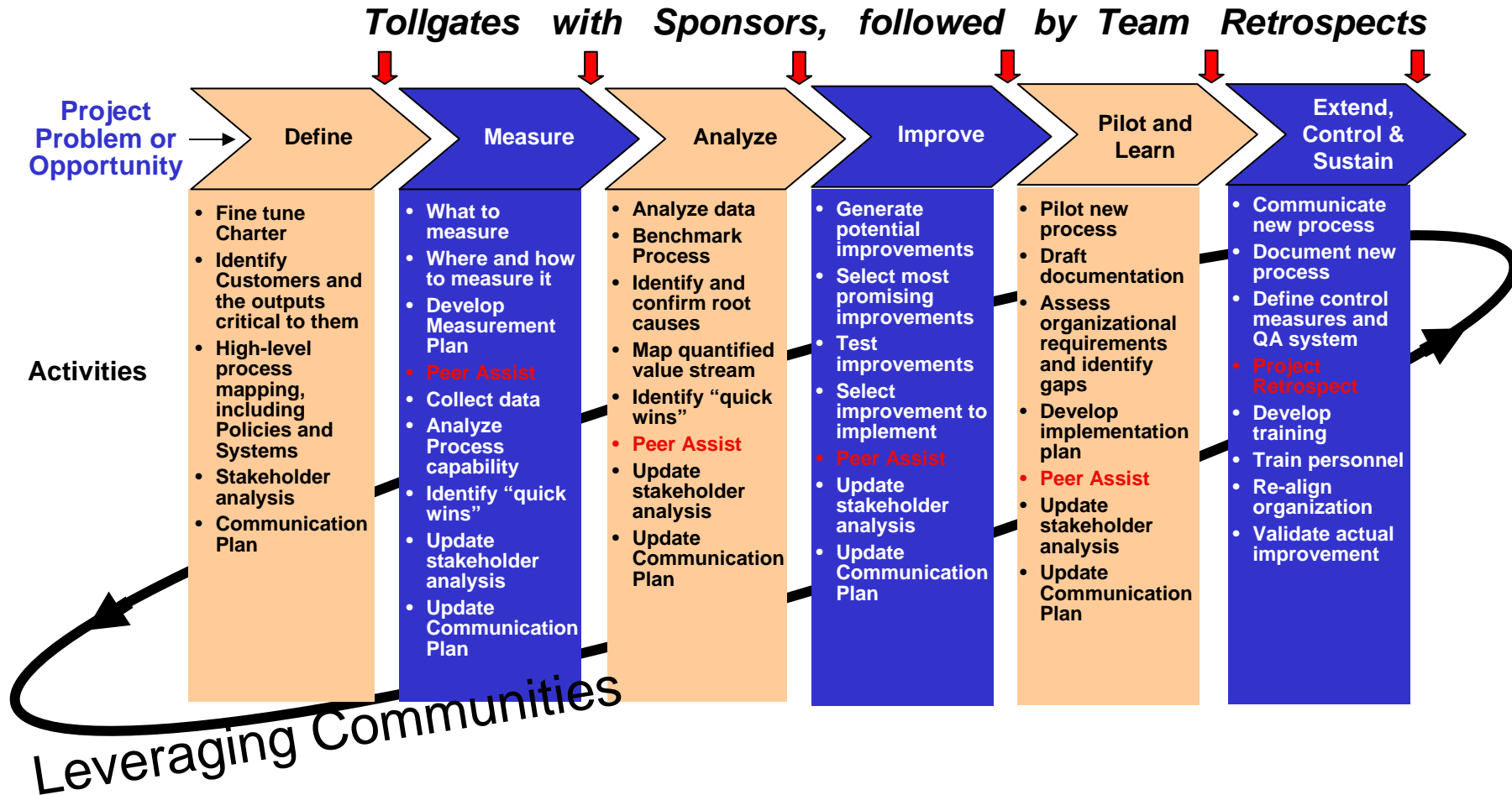
Roadmap to High Performance



Business Process Transformation (BPT) Projects



BPT Projects: A Disciplined Approach



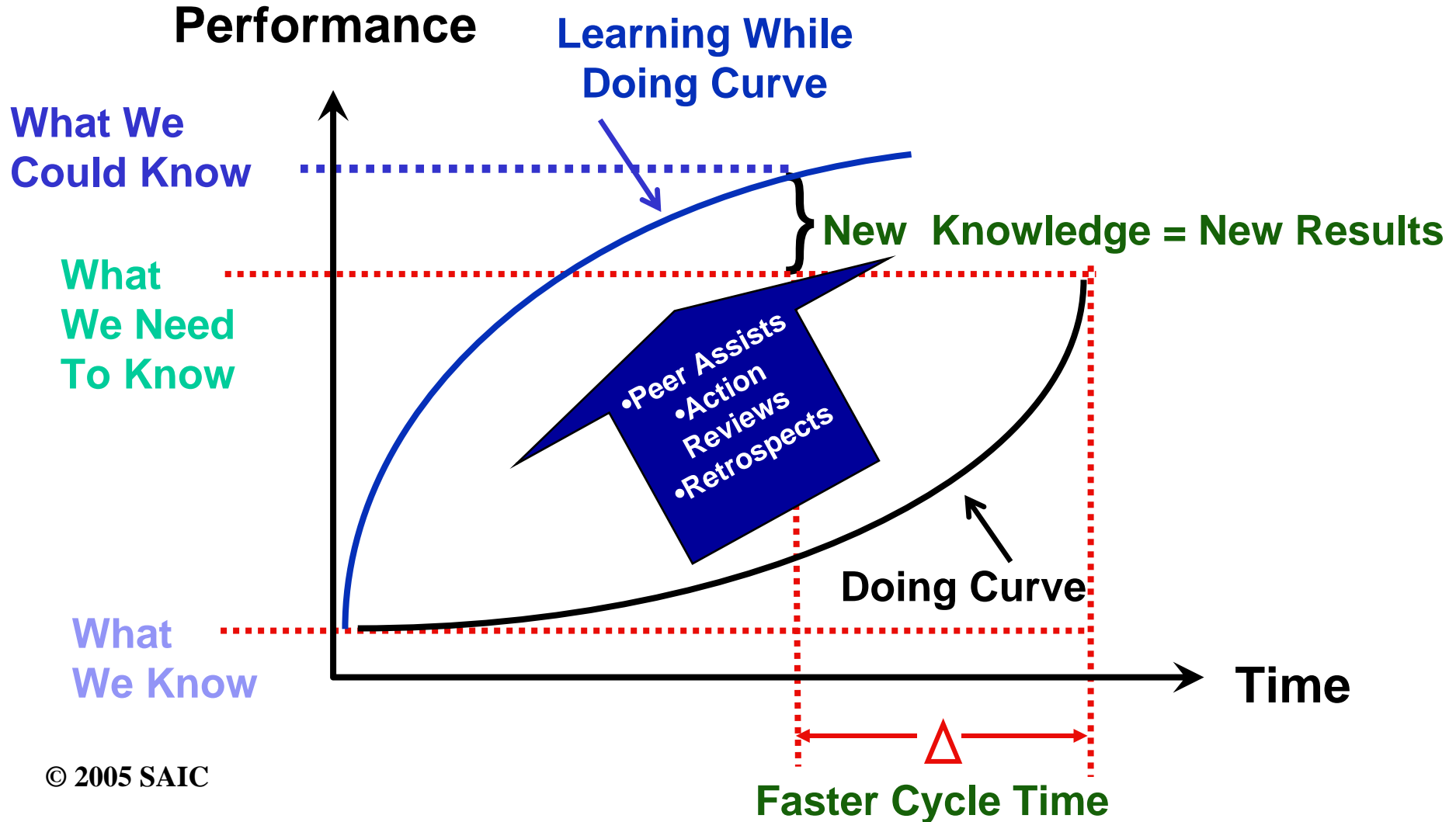
— SAIC PRIME: Integrated Six Sigma & KM Process —→

Transformation Acceleration Concepts

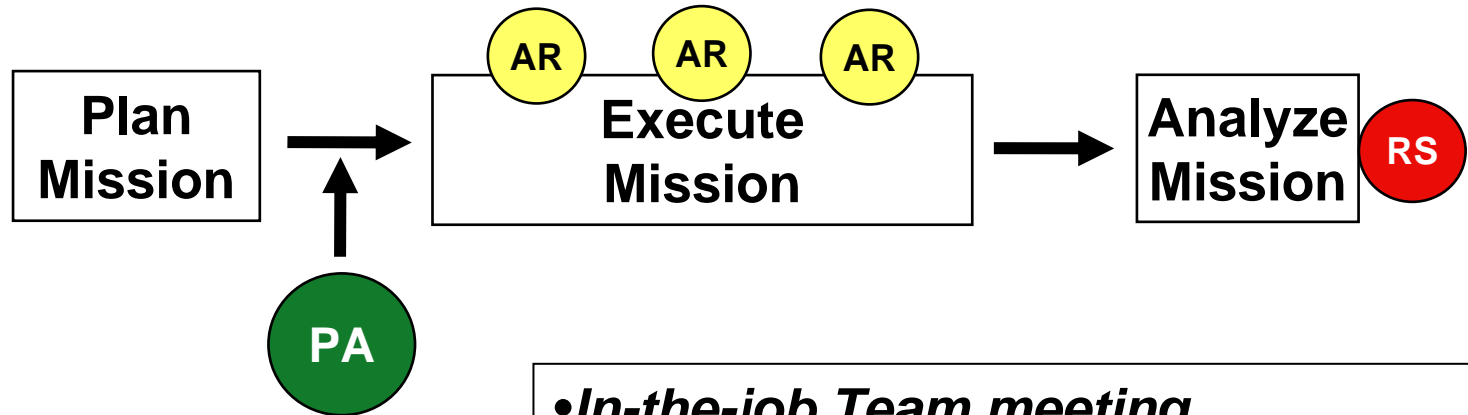
- People closest to the work know best how to improve it
- Teams can achieve more than single members
- Single best way for teams to generate improvements is to empower them
- In exchange for more power, team members must accept more responsibility for results and customer satisfaction – not just completing activities
- In terms of improvements, implementation may take time – identification of improvements and decisions should not

The Need for Speed:




Fast Learning & Performing Transforms the Way We Work



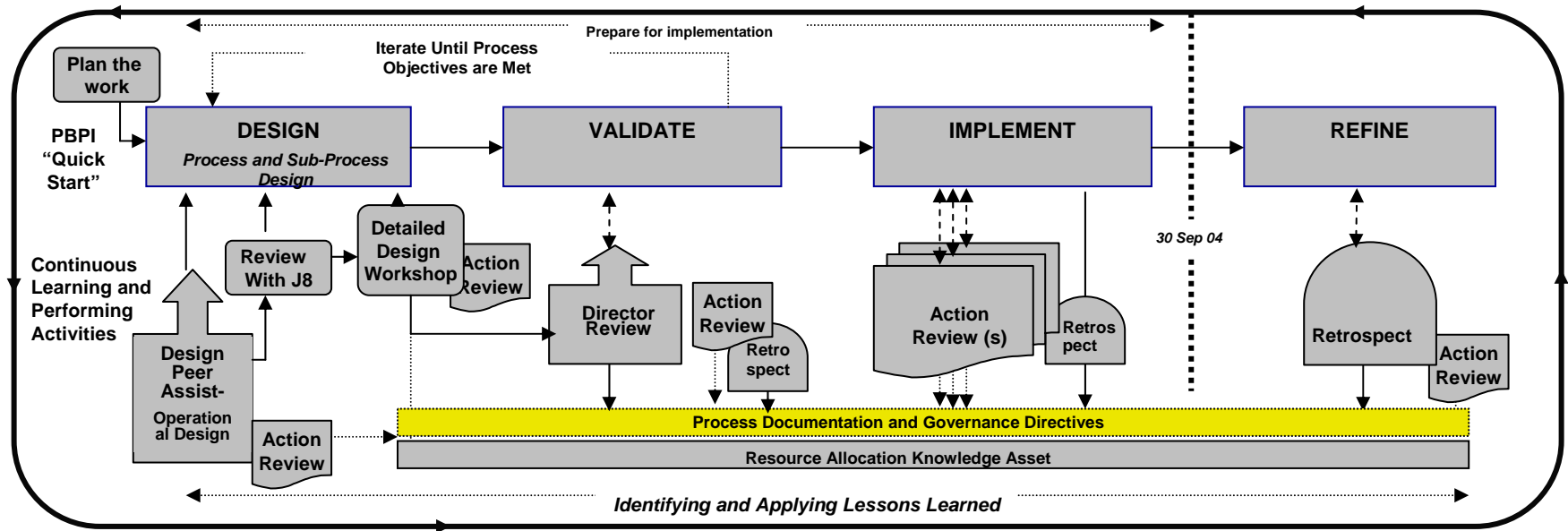
Fast Learning & Performing Processes



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

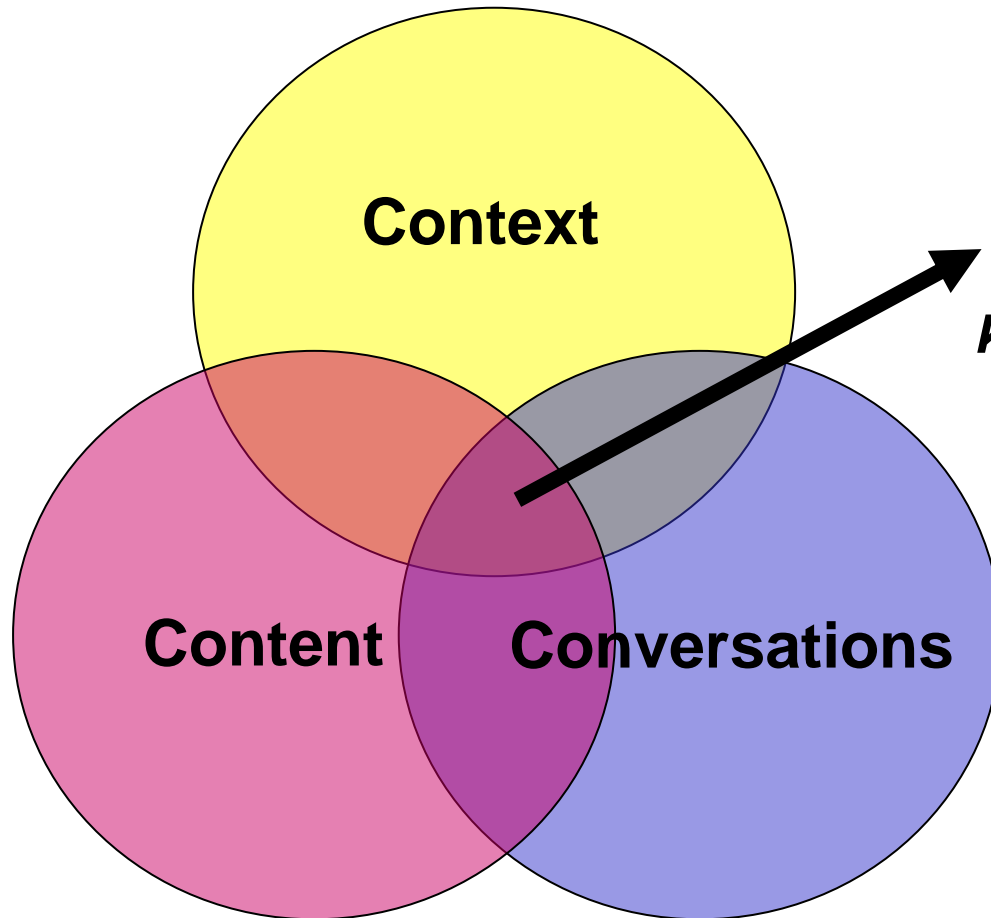
- | | | |
|---|--|---|
|  Learn Before Doing:
Peer Assist
(2 hrs to 2 days) |  Learn While Doing:
Action Review
(15 min) |  Learn After Doing:
Retrospect
(2 to 4 hrs) |
|---|--|---|

Performance-Based Process Improvement: *Accelerating Commander's Resourcing Work at NORTHCOM*



- Derived from need to ensure new processes meet the rapid pace of change
- Developed innovative, “quick start” approach for resource process re-engineering – process improvement possible within weeks not months
- Approach allows for process improvement over the course of performing the process
- Documents, describes, and validates command resourcing processes and institutionalizes approaches

Communities of Passion: *Effective Knowledge Transfer*



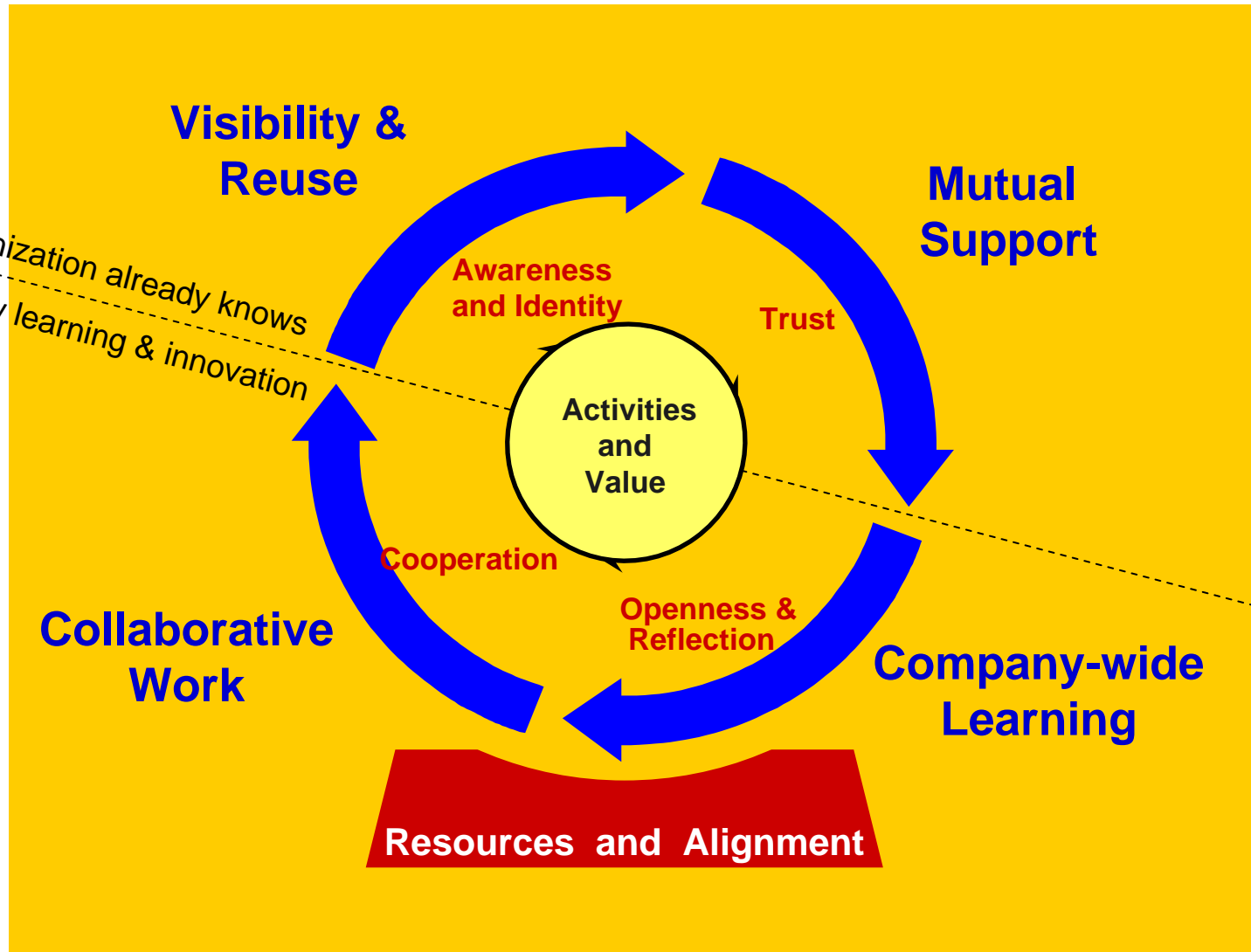
*Timely,
trusted,
highly
relevant
knowledge*

**Transform
& Act**



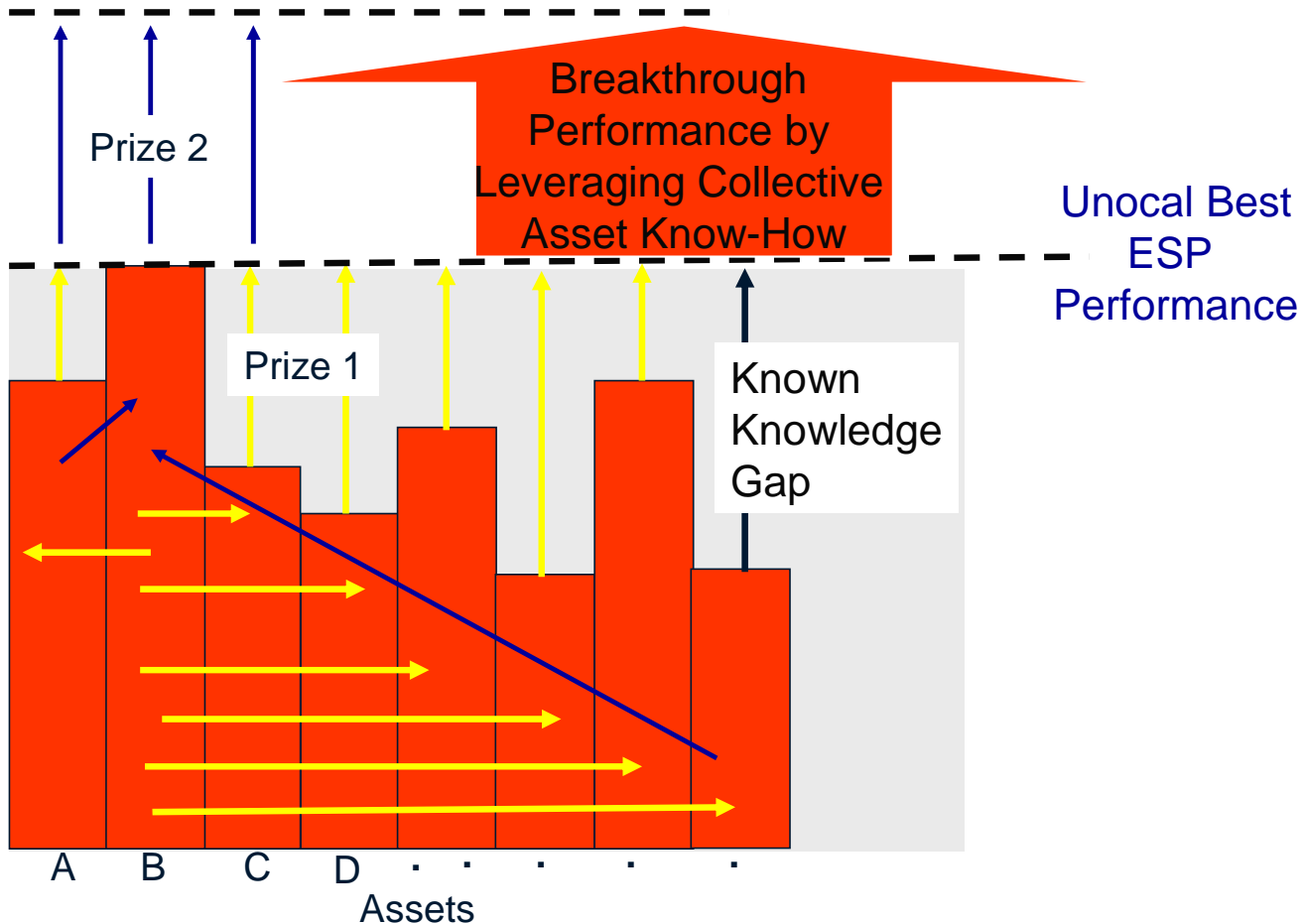
CompanyCommand.com

The CoP Engine

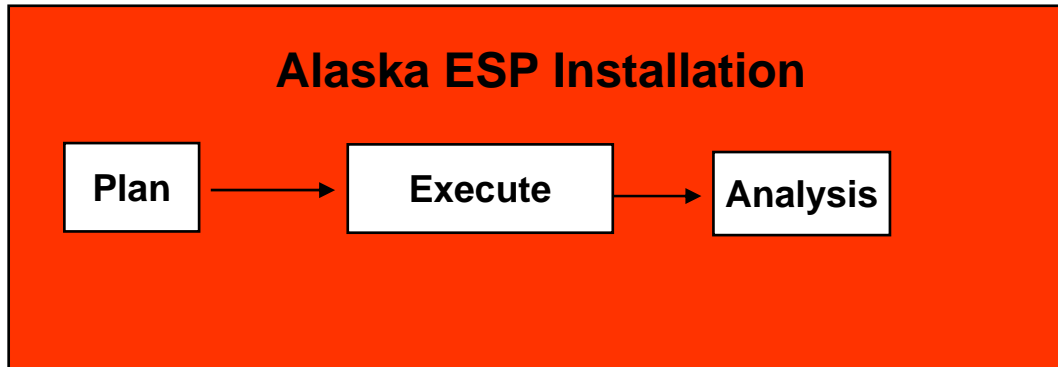


Transformation to a New Level of Performance

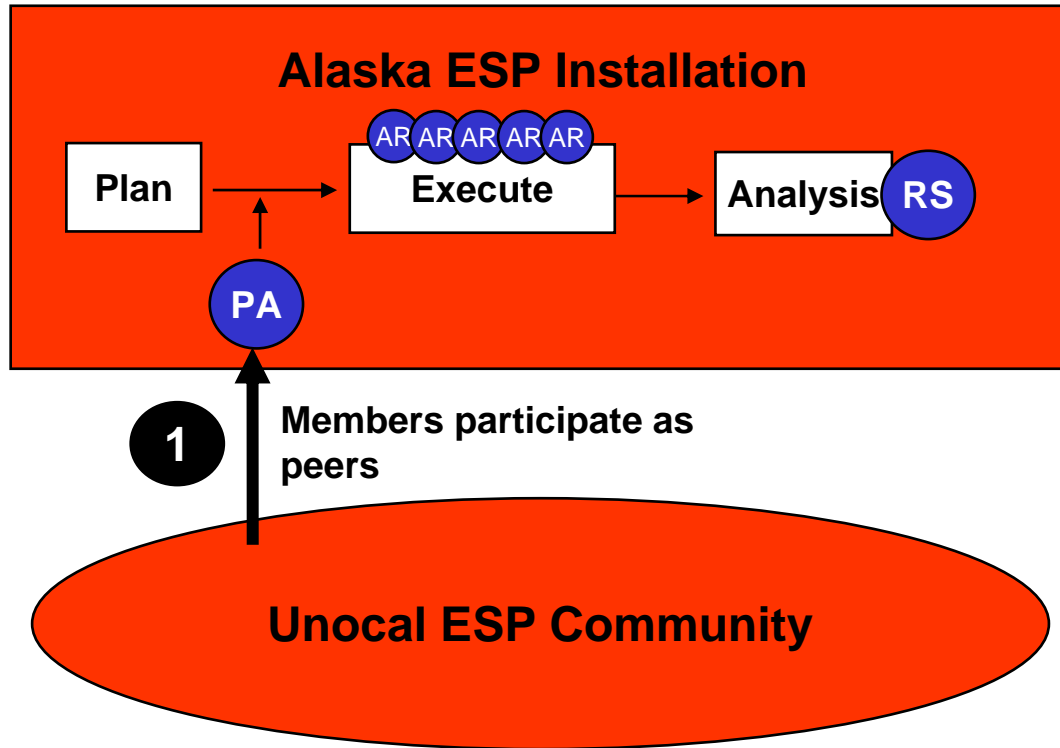
Leveraging Cross-Asset ESP Performance: The Sum is Greater Than the Parts



How it Works



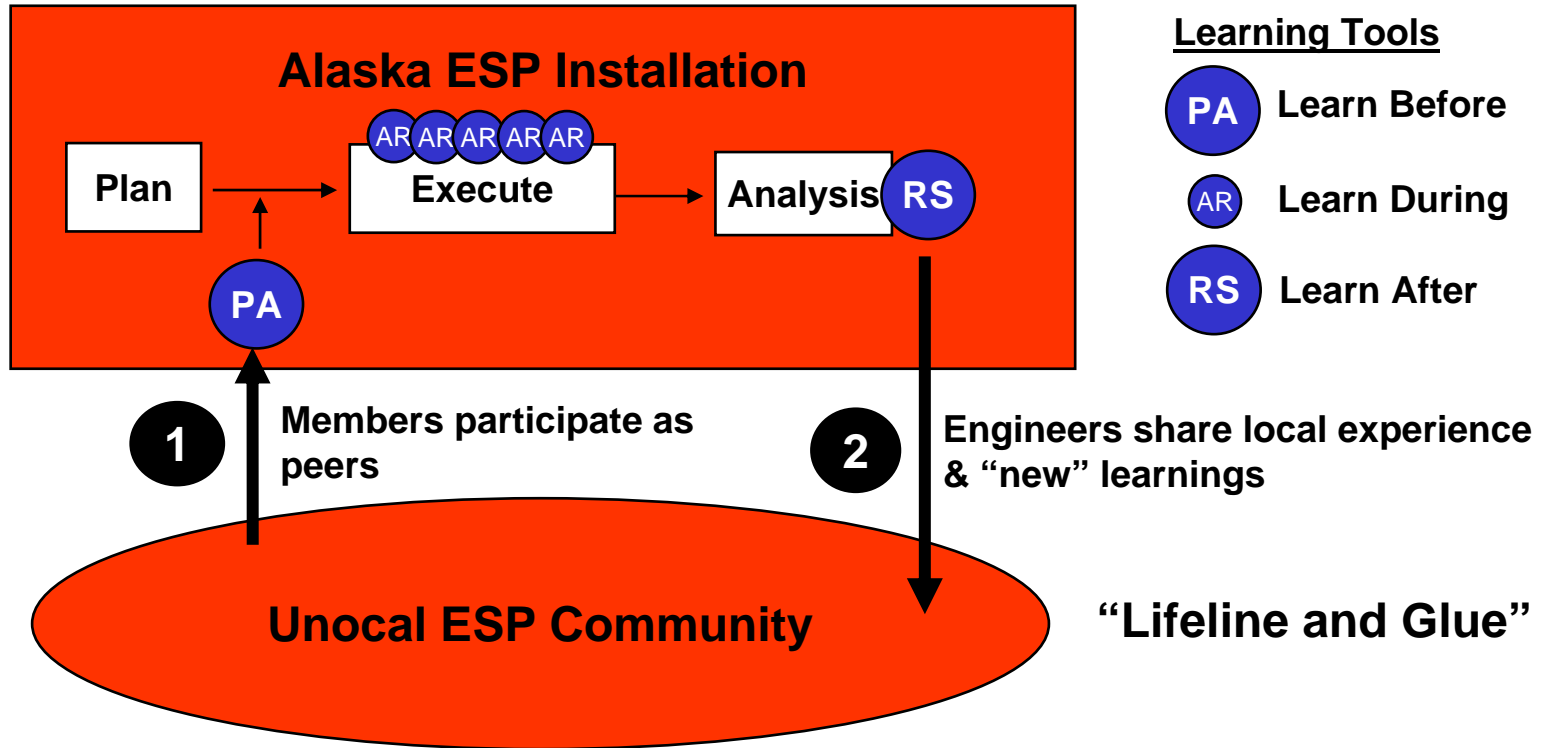
How it Works



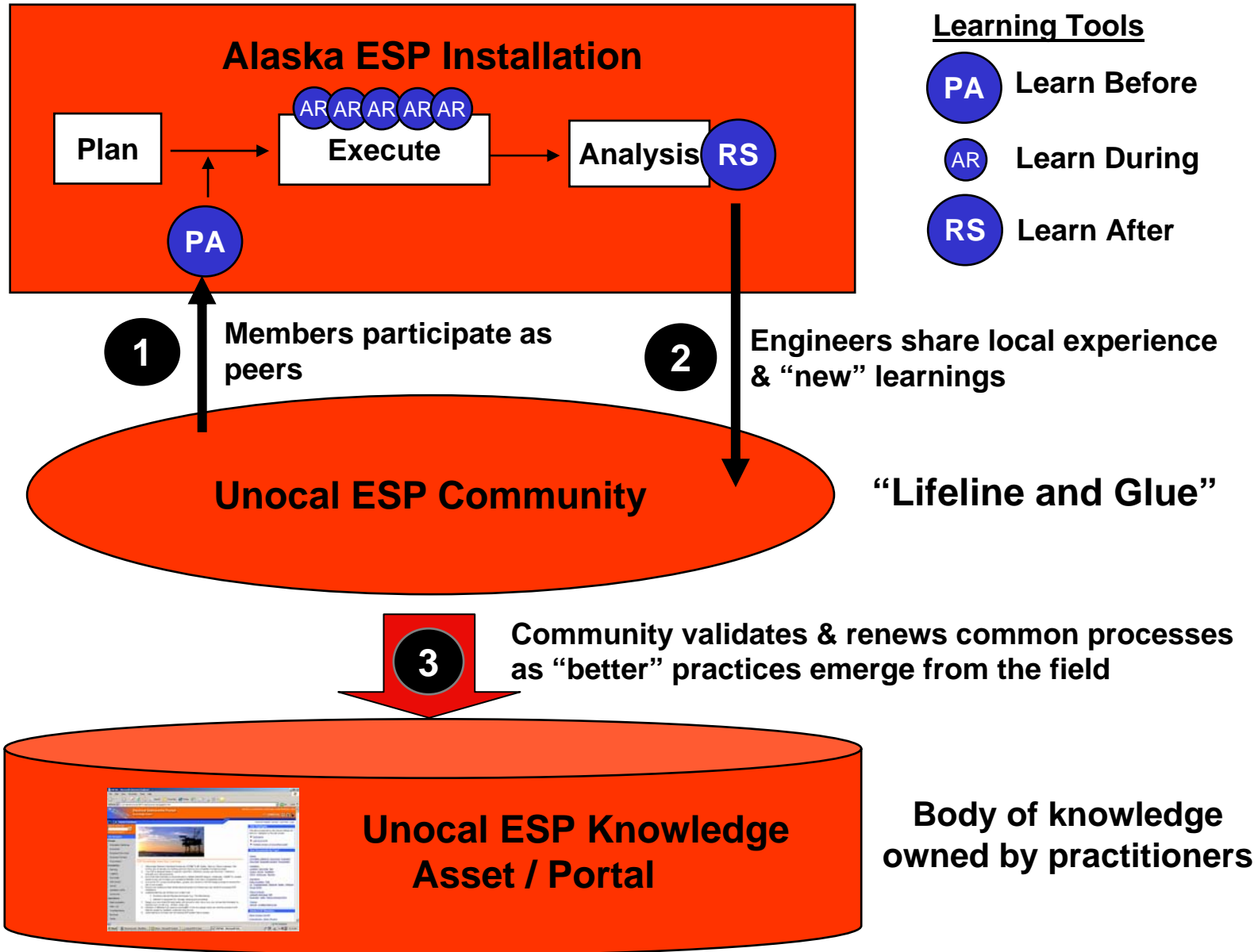
Learning Tools

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

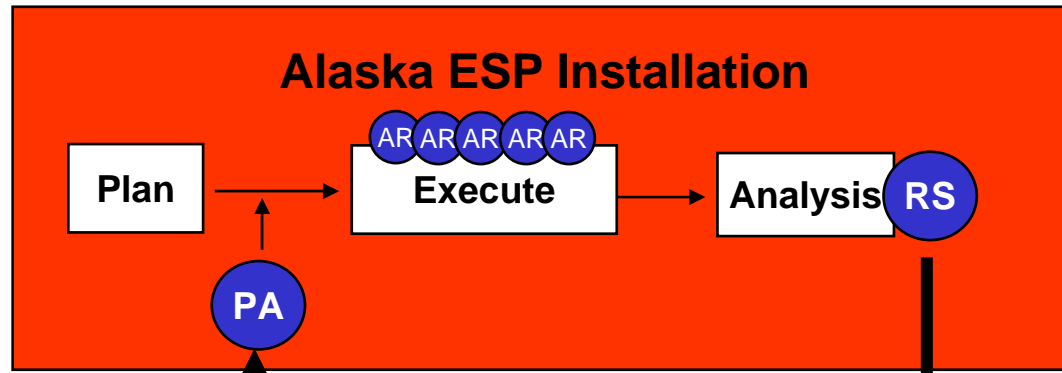
How it Works



How it Works



How It Works



Learning Tools

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

Engineers initiate new task using most current, proven ESP processes and 'best' practices

1

Members participate as peers

2

Engineers share local experience & "new" learnings



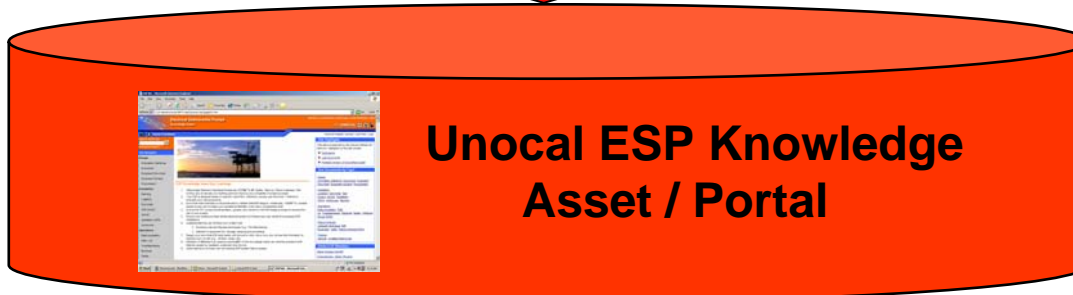
"Lifeline and Glue"

4

New Engineers taught using latest knowledge

3

Community validates & renews common processes as "better" practices emerge from the field



Body of knowledge owned by practitioners

Insights from a Transformer

- Prepare the ground - go to great lengths to help people understand this is not about making the organization wrong for past performance
- Confront reality – things have changed out there & what got you here is not sufficient to take you to the next level of performance
- Build a sense of urgency to gain and sustain the attention of the organization
- Transformation can't be accomplished as a single corporate initiative

***This a journey of participative discovery,
not a race by a few heroes***

Insights from a Transformer

- Success is dependent on execution in the field
- Learning and performing as you go can accelerate results, and thus change
- Eliminating the non-value added (NVA) work will not only increase efficiency & productivity, but will provide the ‘additional’ resources you need to create new value and growth
- Communicate, communicate, communicate!

“Deliver on today’s operational priorities AND create new value for tomorrow”