

Capitalizing on Knowledge: Methods for cultivating, harnessing and conserving the knowledge and know-how of experts

EIRMA Special Interest Group on Knowledge Management (SIG KM) – 5&6 March 2015
Umicore Head office, Brussels, Belgium

Summary

Companies are complex; their behaviour is the collective result of inter-actions between numerous individuals both within the company and with individuals in other organisations such as suppliers and customers. The expertise on which a company depends can exist anywhere within this complex network of relationships. People are dynamic; they acquire new skills and knowledge through their own experiences and through their interactions with others. Relationships are dynamic; people change their relationship with companies and companies change their relationships with other companies.

Against this complex and ever changing background there are numerous strategies, techniques and tools, available to knowledge managers that can help companies to manage knowledge and expertise of experts.

Both 2015 meetings of the EIRMA Special Interest Group on Knowledge Management will address the subject of **Capitalising on Knowledge** with specific reference to experts. The meetings will explore the following themes:

1. How to transfer knowledge and how to motivate people to share their knowledge
2. How to manage the career of experts
3. How to manage knowledge and expertise of experts to support innovation strategies

This March meeting will focus on the first theme of '**How to transfer knowledge and how to motivate people to share their knowledge**'. The meeting will be in a workshop format where participants are invited to use their own expertise to debate a variety of topics on the subject. It will include presentations by external specialists and by representatives of member companies and it will be supported by exercises and case studies.

Issues addressed

- § What are the most effective ways of **internally disseminating the knowledge and expertise of experts**?
- § How do you **safeguard against the loss of an expert** in mid-career, for example through ill health or change of employment?
- § What are the most effective ways of **capturing the knowledge and expertise** of an expert at end of career?
- § What **tools and strategies** are available and which are the most effective (eg. mentoring, exit interviews)?

Target Audience

Knowledge Manager in R&D, in Operations and Business Units, Managers and Team Leaders in a position to apply best knowledge-management practices and initiatives in their organizations. Innovation Manager, HR Manager, IT Manager, Manager involved in training and development

Chairman

Rémy G. Béguin
Corporate R&D Knowledge Manager, Nestlé



12:15 – 13:15	<i>Registration and Lunch</i>
13:15 – 13:30	Welcome and Presentation of EIRMA, its website and EIRMA Connect <i>Camille Roy, Programme & Members Relations Manager, EIRMA</i> <i>Aurélie Jablonski, Programme & Members Relations Coordinator, EIRMA</i>
13:30 – 13:45	Introduction by chairman Brief summary from last meeting and introduction to current topic <i>Rémy Béguin, Corporate R&D Knowledge Manager, Nestlé</i>
13:45 – 14:15	Presentation from the hosting company: Umicore's Knowledge Driven Developments for a more Sustainable Future The presentation will give a short overview on how Umicore transformed itself from a miner-smelter-refiner to an advanced materials company that has its main focus on sustainable materials development and recycling solutions. The majority of Umicore's growth comes from clean technologies fitting in the mission "materials for a better life". These products are specifically designed to optimize the use of natural resources and to reduce environmental impact of our society. Continuously developing towards more sustainability, requires deep knowledge of many process and product aspects and is key to enable these innovations and our business. <i>Joris Vandenhoute, Director Platform Advanced Research Methods, Umicore</i>
14:15 – 16:15	Knowledge transfer methodology for key persons: Identify and structure key knowledge in agile organizations; Enable R&D and innovation in changing environments Today's increasingly complex and fast changing work areas and organizations need to be able to identify, structure and transfer knowledge from key persons in an efficient way. This is an essential ability to survive and to be fit for future development. Aspects of successful implementation of knowledge transfer methodology in daily work environments, experiences based on more than 450 coached knowledge transfers for key persons in Credit Suisse, SBB, DSM and other organizations: 1. Awareness: Why to focus on guided/coached knowledge transfers, enabler role to develop key persons in complex work areas 2. Members' needs and experience: capture of burning issues 3. Methodology overview and practical use cases: - based on members' needs (see 2.) - based on coaching for different organizations - Worksphere Map ^{bac} , prioritization of topics and tasks - Efficient induction, competence boost - Tools: iCast, mapping templates, KMS, Wiki <i>Benno Ackermann, CEO, Wissenstransfer GmbH</i>
16:15 – 16:45	<i>Coffee Break</i>
16:45 – 17:30	Practical exercise on tools by Worksphere Creation of Worksphere Map ^{bac} , Tools, Templates, Techniques <i>Benno Ackermann, CEO, Wissenstransfer GmbH</i>
17:30 – 18:15	Implementation of a KM platform in an international group to accelerate the development and innovation – case of Lafarge <ul style="list-style-type: none"> • Vision & Goals • Blocking point, pitfalls & solutions • Deployment & ownership • Results <i>Jean-Luc Abelin, KM Director for the Lafarge group</i>
18:15 – 18:30	Back to the hotel
19:30	Gathering at Hotel Lobby and heading for restaurant
19:45	<i>Dinner at restaurant</i>
22:00	Back to the hotel

- 8:00 Gathering at hotel and leaving for Umicore
- 8:15 – 8:30 **Welcoming coffee**
- 8:30- 10:30 **Understanding Expert Performance: Cognitive Task Analysis Workshop**
 Ian McKenna, Managing Consultant at Celeverere will lead a practical session on using cognitive task analysis (CTA) to elicit the tacit knowledge of expert performers. CTA has been used by academics and large science-led organisations for over twenty years to help understand how some professionals make decisions and perform tasks better than others. Based on research in the field of decision psychology, CTA has grown to encompass over 100 related techniques used by researchers to understand how high performers solve problems, make complex decisions, and choose the right course of action. More recently, CTA has become a standard toolset in businesses looking to leverage expert performance across their organisations and is used as part of knowledge transfer programmes to raise the performance of professional teams.
 Participants will be able to try using the technique themselves using a non-confidential, but familiar scenario and there will be a discussion on how to apply the knowledge retrieved from experts within the wider organisation.
Ian McKenna, Managing Consultant, Celeverere Ltd, formerly Infineum
- Developing Expert Performance in DuPont's Technical Services Team: A Case Study**
 Dr Erik Thiele, Technical Services & Development Manager for DuPont Packaging & Industrial Polymers division and Ian McKenna of Celeverere present a case study of the use of concept mapping to represent scientific knowledge. They explain the process they used to build a rich repository of chemistry and engineering expertise that they then used as the basis for knowledge transfer between experts and less experienced colleagues. Concept Mapping is a technique used by many leading science and engineering organisations to build a deep picture of an area of science that is distributed amongst a number of different experts. It addresses the challenge of creating a group understanding of the many facets of a scientific discipline and is often used to expose gaps in the knowledge or uncover novel solutions to problems based on a multi-disciplinary approaches.
Ian McKenna, Managing Consultant, Celeverere Ltd, formerly Infineum
Erik Thiele, Technical Services & Development Manager for DuPont Packaging & Industrial Polymers division
- 10:30 – 11:00 *Coffee Break*
- 11:00 – 12:00 **Expertise's capture in Knowledge engineering: elements of return of experience of Ardans**
 All companies have to manage their experts (people) and the expertise (knowledge) they have built during all their career.
 Since 2000, Ardans has focused its R&D in collecting, validating and valuing expertise. This return of experience is based on Ardans' major projects delivered to large organizations like Air Liquide, ArcelorMittal, Andra, CEA, Klinger, Michelin, PSA Peugeot Citroën, Société Générale, Transdev, etc.
- How to prepare the operation?
 - Management's side. Expert's side. Knowledge user's side
 - What kind of target? What kind of precaution?
 - Before transferring knowledge...
 - Capturing, eliciting, modeling, validating knowledge: what does it mean?
 - For the organization, making the process to capitalize knowledge
 - Time to be an expert vs time to collect & to make knowledge maturing
 - How to proceed?
 - What kind of capitalization strategy and what relevant associate planning?
 - What is this job: "knowledge engineer"? And how to find the right people to make it?
 - How to evaluate the performance of one "expertise's capture"?
- Alain Berger, CEO and Co-founder, Ardans*

12:00 – 13:00	<p>Knowledge capture research at Airbus Group Innovations</p> <ul style="list-style-type: none"> • The use of Knowledge Based Engineering to automate complex and repetitive design tasks • The advent of personalization and knowledge databases to capture knowledge • The exploitation of managed knowledge from controlled repositories • Automating (and supporting) the extraction knowledge from data • Whats next? Other interfaces to capture and exploit knowledge (eg. Visual argumentation, Gaming technology, etc.) <p><i>Pablo Bermell-Garcia, Research Team Leader, Airbus Group Innovations UK, Airbus Group</i></p>
13:00 – 14:00	<i>Lunch</i>
14:00 – 15:00	<p>Case studies of Michelin and Ardans</p> <p>As part of the deployment of knowledge management approach, Michelin R&D completes its information management system by deploying a sharing system of tacit information. Nicolas Dubuc and Olivier Testud will present this approach, two case studies's results, the methodology and the prospects. This project is conducted with the expertise of Ardans company in this field.</p> <p><i>Nicolas Dubuc, Chief Knowledge and Technology Intelligence Office, Michelin Research Center; Olivier Testud, KM project manager, Michelin Research Center</i></p>
15:00 – 15:45	Preparation of next SIG KM meeting scheduled in 19-20 November 2015 at Michelin
15:45 - 16:00	Meeting evaluations
16:00	End of the meeting

PRACTICAL ARRANGEMENTS

Venue	Umicore Headquarters Broekstraat 31, 1000 Brussels Tel: +32 (0)2 227 71 11
Accommodation	NH Grand Place Arenberg Rue d'Assaut 15 - 1000 Brussels Tel: +32 (0)2 501 1616 www.nh-hotels.com
Dinner	Vert de Gris Rue des Alexiens 63- 1000 Bruxelles Tel: +32 (0)2.514.21.68 vertdegris@me.com

Transportation to Umicore Headquarters

By airplane – train:

Coming with public transportation (including Airport train), Umicore building is a couple of minutes from Central Railway Station as well as from De Brouckere metro station.

By car

Many parking lots are within walking distance from Umicore – Please use these:

- Auditorium 44 – Boulevard du Jardin Botanique 44, 1000 Brussels
- Q-Park – Rue du Damier 26, 1000 Brussels
- La Monnaie – De Munt – Place de La Monnaie, 1000 Brussels

Transportation to the Hotel

From Brussels Airport:

Airport Express trains depart every 15 minutes and take only 20 minutes to reach Brussels Central Railway Station (Gare Centrale).

From South Railway Station (Gare du Midi - Zuidstation):

Trams depart every 10 minutes and take only 10 minutes to reach De Brouckère Station or Central Station. Take Tram 3 (direction Esplanade) or Tram 4 (direction Gare du Nord) and disembark at Bourse. The property is a short walk from either station.

From the Hotel to Umicore Headoffice:

A couple of minutes walking.

Registration

Please register **as soon as possible** but certainly **before 25 February 2015**

The online registration form is available on the EIRMA Website

The meeting registration fee of **580€** covers the cost of meeting facilities, get-together dinner and lunches.

Early bird fee (valid until 6 February 2015), enjoy a 15% discount: 495€

Cancellations

Please give as much notice as possible if you are obliged to cancel. We will refund the registration fee for cancellations received **72 hours** before the meeting. Unfortunately we have no control over the hotel's cancellation policy and you may be required to make full payment for cancelled rooms that remain unused.

Names may be substituted at any time without charge.



REFERENCE NAME : EIRMA
REFERENCE BOOKING NUMBER : 19439092
Block dates : 04/03/2015- 06/03/2015
Cut off date : 12/02/2015
 Mr Mrs

Last name: _____ First name : _____

Date of arrival: _____ Date of departure: _____

Please indicate hotel:

Standard Room NH Grand Place Arenberg:
 Single € 144,00 per room, per night

€7.58 city tax not included.
 Breakfast is included.
 These rates include services, VAT and are per night and per room.
CANCELLATION FREE OF CHARGE UNTIL 5 DAYS PRIOR TO ARRIVAL.

PAYMENT METHOD

Payment by Guest
 We kindly ask you to guarantee the reservation by credit card in order to secure the room for you in case of late arrival. Any non-guaranteed rooms will be released at 4pm.

Guarantee by credit card:

- Visa Mastercard Diners Club
 Eurocard American Express

Credit Card holder: _____

Credit Card Nbr : _____

Expiration Date : ____/____

In case of no show the owner of the card authorizes the hotel to charge the credit card for the total stay.

CONFIRMATION

Please mention your email address or fax number should you wish to receive a confirmation of your reservation;

email: _____

fax number: _____

Please return the reservation form to a.lavingonzalez@nh-hotels.com or to 0032 2 501 18 22. **The above rates are valid until the 12th February 2015.** After the above dates the rooms will be released. And if guests would like to add rooms after this date, it will be subject to availability and the same price can't be guaranteed anymore.

Please return this form to the reservation department:

Nh Grand Place ARENBERG

Fax. + 32 25011818

Tel. + 32 25011822