

Lloyd's Register: Marine

Knowledge Management

Wissenserhalt und -transfer

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Central and Eastern Europe
Lloyd's Register EMEA

Lloyd's
Register

LIFE MATTERS

Lloyd's Register

- Ship Classification and Risk-Management-Organisation since 1760
- 4 business streams: Marine, Energy, LRQA, Transport
- Some 8000 employees worldwide
- 245 offices in more than 100 countries; headquarter in London
- Knowledge-based and technology-driven organisation
- Knowledge Management a core part of the LR Marine Strategy

LR Marine's Knowledge Management Vision

"Our vision is to have a knowledge sharing culture that is recognised and respected globally by industry, our clients and our people.

We will have behaviours, technology and processes that will connect our global expertise and the right information will always be in the right hands at the right time.

Through our people, knowledge and expertise, Lloyd's Register's performance will continuously improve."

Timeline

2003

- Knowledge Management initiative started, part of the Marine Strategy
- Consultancy work identified KM as a core need for Marine
- 1 staff member

2006

- Appointment of Global Knowledge Manager
- Programme definition begins

2007/8

- KM Programme approved, development of tools and processes begins
- Team of 3

2009/10

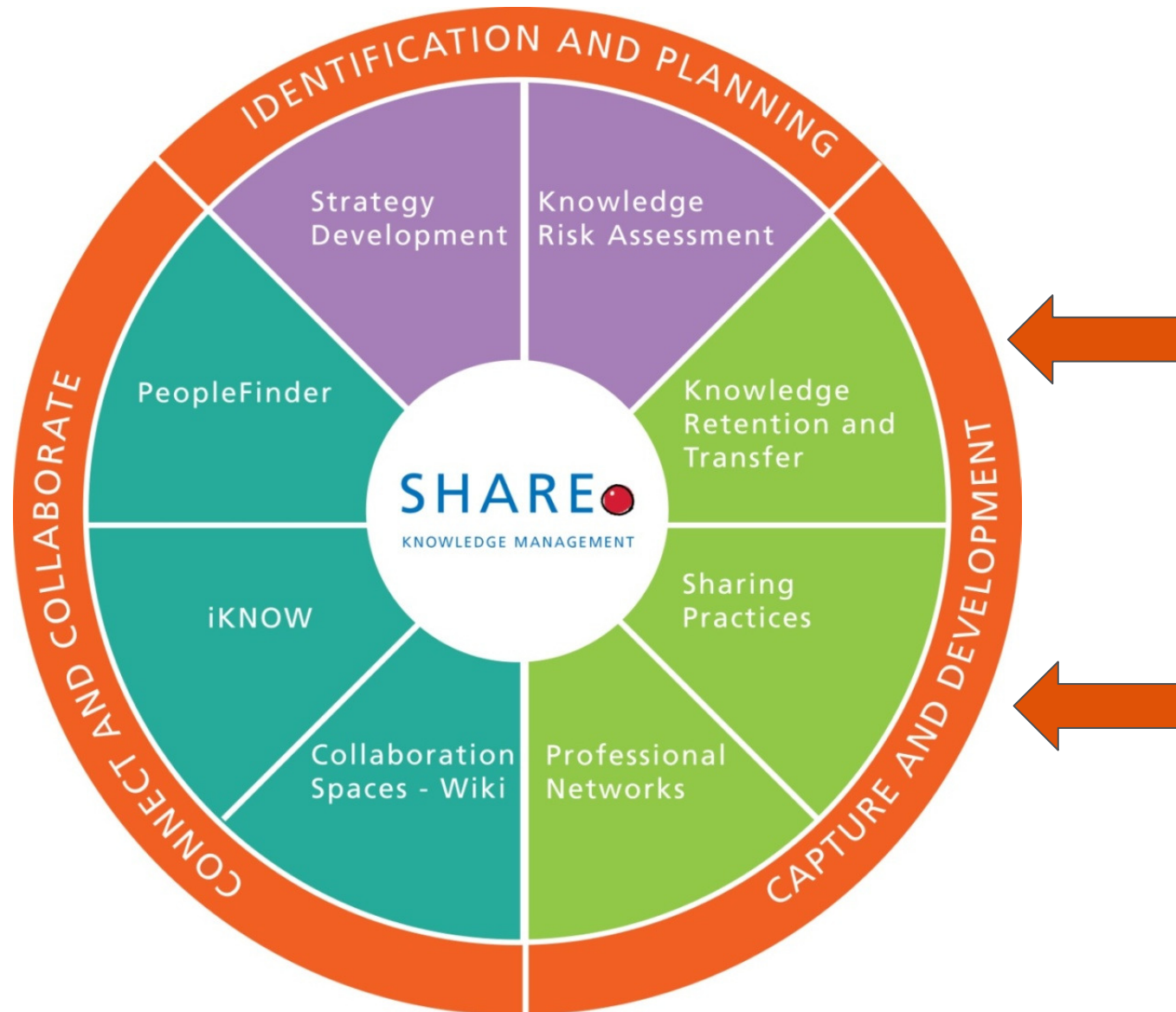
- KM Programme in full implementation
- Team of 5

2011

- KM Programme formally moves to Business as Usual activity: integrated in organisational and HR processes

KM Tools and Practices at Lloyd's Register

Knowledge Management Tools and Practices



Knowledge Retention and Transfer

Knowledge Retention and Transfer (KRT)

The Knowledge Retention and Transfer (KRT) process aims to capture and transfer key technical and business knowledge when people join, move or leave Lloyd's Register.



KRT process overview



1. Identify candidates for Knowledge Retention and Transfer (succession, retirements, risk...)
2. Prioritise most critical candidates based on role, years of experience and business continuity
3. Two hour interview using standard structured questions. Priority knowledge areas are identified
4. Knowledge sharing plan outlines knowledge areas to transfer, who to transfer to & how
5. Agree plan with candidate and manager, confirm ownership
6. Put plan into action
7. On-going and final review of how well plan is being executed

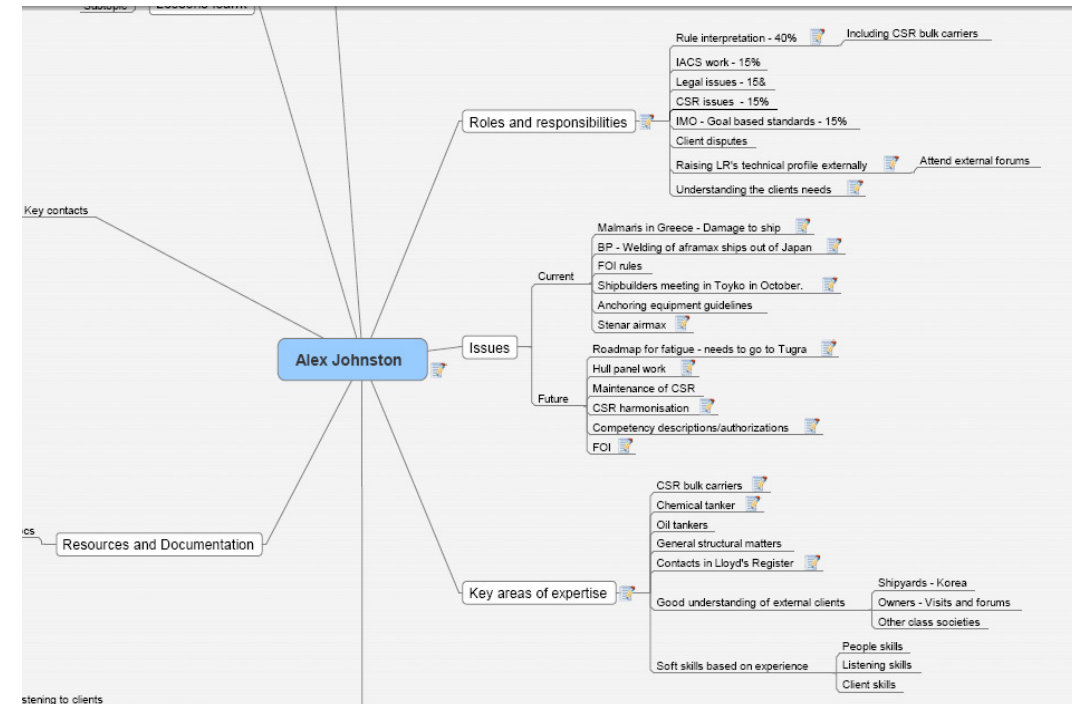
KRT Step 3 - Knowledge Capture Interview



Local KRT Specialist to conduct 2 hour interview

Use structured questions and record answers on mind map template / tool

- Career History
- Key responsibilities
- Areas of expertise and how expertise was gained
- Lessons learnt and critical advices for successors
- Contacts (internal/external)
- Resources used





KRT Step 4- Knowledge Sharing Plan



Action plan how to capture and to share knowledge

Knowledge sharing plan -
Alex Johnston

Issue date: January 27, 2010

Report prepared by Kate Garrett



Name:		Alex Johnston													
Date of retirement:		Mar-10													
Successor:		TBA													

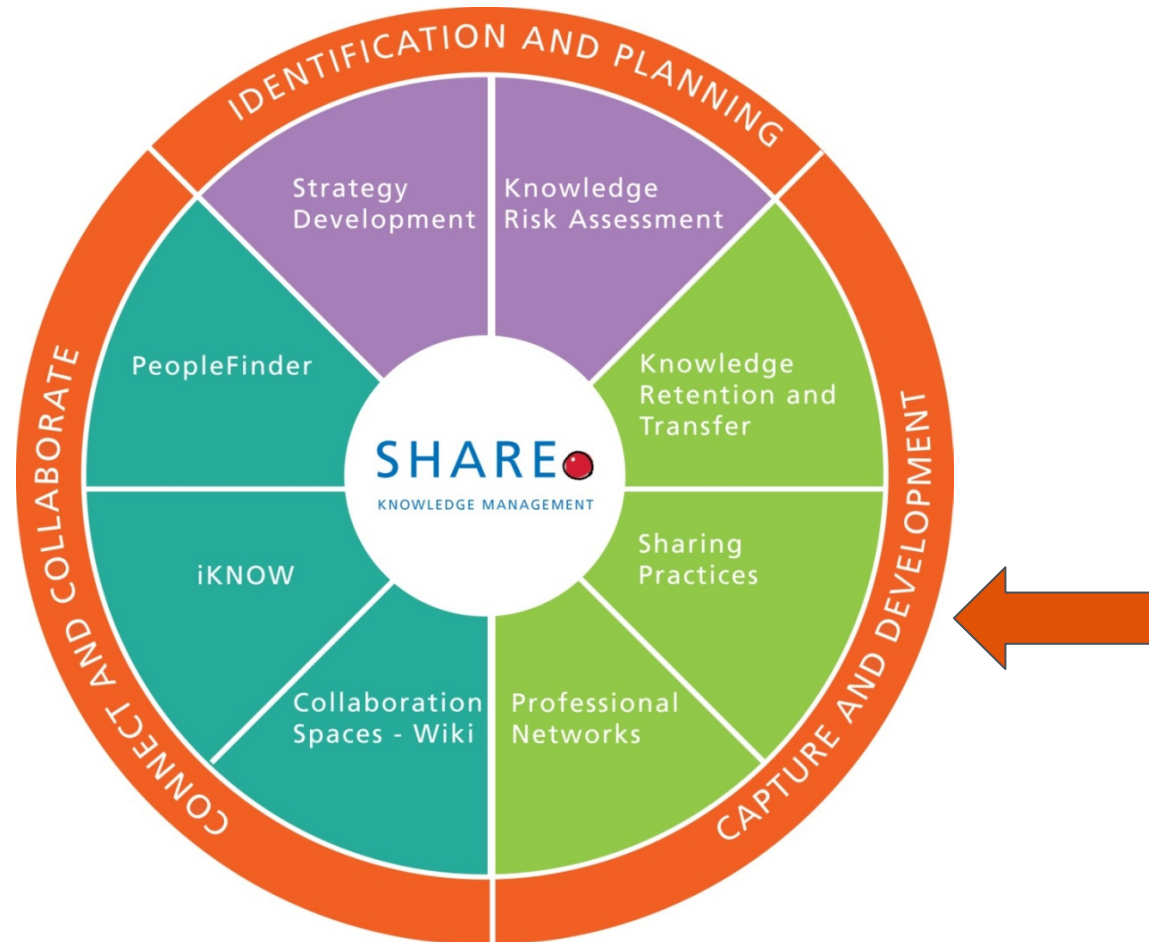
KRT process overview



1. Identify candidates for Knowledge Retention and Transfer
2. Assess the requirement for the candidate to go through the process, based on role, grade, years of experience and business continuity
3. Two hour interview using standard structured questions. Priority knowledge areas are identified and provide the base for the plan.
4. Knowledge sharing plan outlines knowledge areas to transfer, who to transfer to & how
5. Agree plan with candidate and manager, confirm ownership
- 6. Put plan into action**
7. On-going and final review of how well plan is being executed









KRT Step 6 - Execute: Knowledge Sharing Practices



Knowledge Sharing Practices

- Six tools have been developed
 - Peer Assist
 - Case Study
 - An Audience with...
 - Storytelling
 - Knowledge Capture Interview
 - Focus Groups / Knowledge Networks

Overview-of-sharing-practices.pdf - Adobe Reader

PRACTICE	DESCRIPTION	BENEFIT
 Peer Assist	Gaining input and insight from peers outside the team to reuse existing knowledge and experience.	First hand knowledge transfer, accessing the technical know how and expertise.
 Storytelling	Storytelling can help you express knowledge that is difficult to articulate, or to share in an interesting way.	Learn valuable lessons from experienced peers in a fun and interesting way.
 Case study	Documenting lesson learnt from a real life situation and experience.	Share experiences with others and lessons learnt.
 An audience with	Brings together a group of peers to learn from experiences and knowledge of a subject matter expert.	Informal session to learn and question a subject matter expert on a key topic.
 Knowledge Capture Interview	A process that can identify, capture and prioritise critical knowledge from those leaving Lloyd's Register.	Capture a wealth of knowledge and experience before it walks out the door.
 Focus Group	A Focus Group enables you to share ideas, technical know how and solve problems with like minded peers.	Improve collaboration, consistency and build relationships

SHARE
KNOWLEDGE MANAGEMENT

Lloyd's Register
LIFE MATTERS

SHARING PRACTICES: OVERVIEW

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Lloyd's Register: Marine

Peer Assist

Purpose

To solve a specific challenge/problem by using the experiences and know-how of your colleagues.

Preparation

Invite 6-8 colleagues to a meeting. Choose people with a diverse skills and experience.

On the day

Explain your problem to the group.

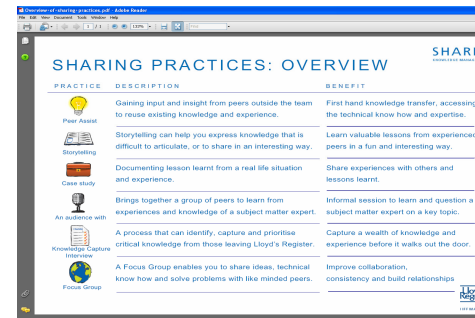
A facilitator will encourage the group to ask questions and to suggest solutions to the problem.

Record all on flipchart.

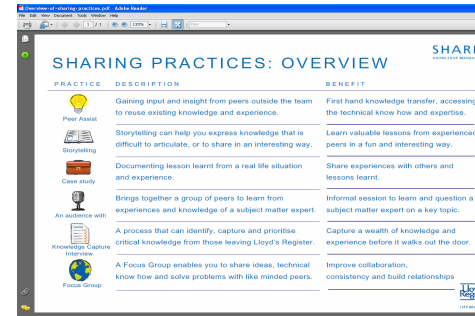
At the end of the session, all ideas will be reviewed.

Follow up

Keep the group informed how you'll use their ideas.



Lloyd's Register: Marine Case Study



Purpose

To extract the knowledge that lives inside our heads, by documenting it in an understandable manner, so that other can learn from it. The case study can be stored and easily shared.

Creating a case study

Write your Case Study in a narrative form and between 800 to 1,500 words.

Base it on your own experiences and observations of the situation to make it unique.

Approach

1. Summarise the situation and give a background to the problem.
2. Describe how you went about addressing the problem.
3. Explain the actions taken and the results.
4. Lessons learnt
5. Share your case study (i.e. via Intranet, wiki etc.)

An Audience With...

Purpose

To give a group of colleagues the opportunity to learn from the experiences and knowledge of a subject matter expert.

Preparation

Make a presentation on your area of expertise.

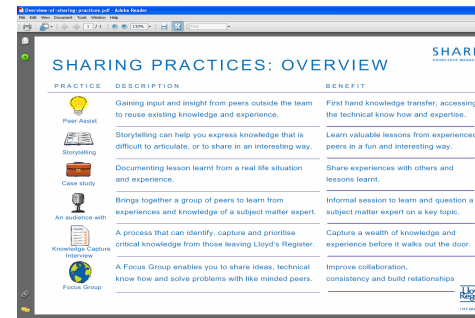
Invite the audience

Invite colleagues that would benefit from attending the session. Pre-select your audience or have an open forum for all interested.

Ask your audience to prepare questions in advance.

On the day

Give your presentation. A facilitator will then encourage everyone to ask questions based on your speech. Notes are recorded on the flipchart.



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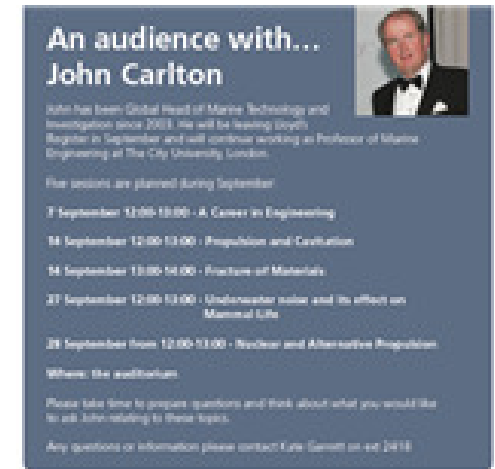
KRT Case Studies

Case study 1 – KRT for a retiree

John Carlton's background

- Mathematician, marine propeller designer, research engineer
- Global head of Technology and Investigation with LR
- Published over 100 technical papers + text books on marine technology
- 35 years with LR, no successor

KRT process



OUTCOMES

- 'An Audience with'... sessions: Targeted to relevant recipients, 40-60 people attended each session [Poster](#)
- Scan & index John's Archives: transferred to libraries and key contacts within LR
- Source John's Technical Papers, Books and Video and transfer to Library and key contacts within LR

Case study 2 – Development of training material

Issue

Chris Rayfield, former Senior Specialist LDSO, was approaching retirement after fifteen years at Lloyd's Register. Chris's expertise in Radio was both unique within LR but also within the external market. Finding a replacement would prove almost impossible.

Solution

We worked with Chris well in advance of his retirement and were able to capture His knowledge on radio and transfer this into an internal training course book.

Business Benefit

The radio book captured the essence of Chris's knowledge acquired over lifetime of experience and recorded in a concise book to be handed over to future colleagues working on Radio communications.



KM - Supporting Technology



Wiki Collaboration Space

A Wiki is a website that allows to easily contribute and share information with others. Knowledge often kept in emails, files or servers can be openly shared and commented. Good for meeting management, get new starters up to speed, collaboration...

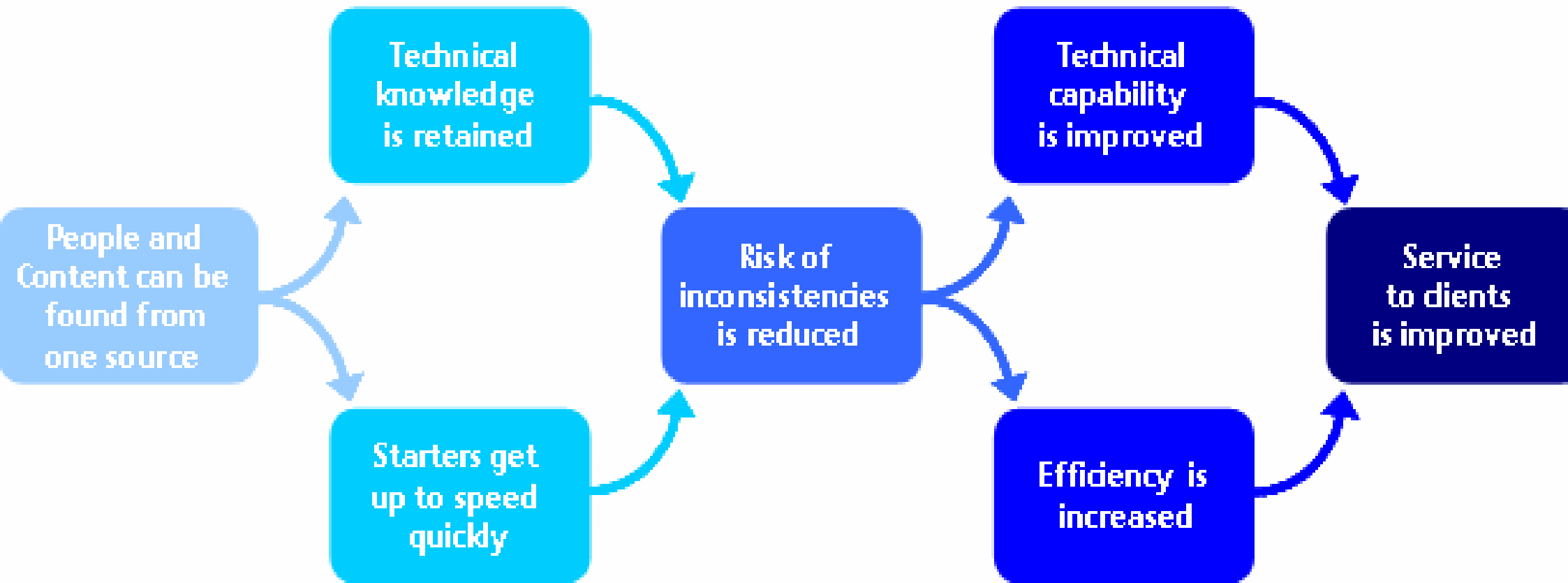
iKNOW

A central knowledge base of technical content that can be contributed to by technical experts worldwide in Marine. Used to answer queries. Self-service look-up.

People Finder

- A tool to help you find specific skills and expertise that reside in Lloyd's Register.

Business Benefits of Knowledge Management



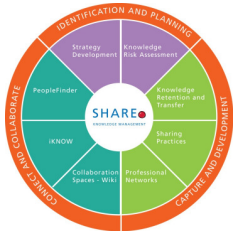
KM - Progress to date



- KM team of 5, acting worldwide
- 16 KRT specialists trained globally
- Part of Marine strategy - continuous investment secured and fully supported
- 52 KRT cases have been completed (focus is London)
- 45 wiki spaces have been created by LR employees
- iKnow piloted with Electrotechnical and Fire & Safety communities
- Over 1000 People Finder profiles completed

Lessons Learnt

- Start early enough. Whole KRT process takes 8 months – 1 year
- Ensuring there is an owner in the business for the process / programme
- Close relationship and link up with HR and its processes
- Marine Graduates to support development of material
- KRT deliveries to become PPP objectives
- Most people want to share, this provides a structure



Thank you.

For more information please contact

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