

What business problems can be addressed by Knowledge Harvesting?

- ◆ *More people leaving... how much brain drain can we stand?*
- ◆ *Here we go again... re-inventing the wheel.*
- ◆ *Another opportunity missed...the right hand never knows what the left hand is doing.*
- ◆ *Our training doesn't work, and it's killing the budget.*
- ◆ *If we don't figure out how to tell our customers what we know, they're gone.*
- ◆ *Our suppliers know more about this than we do!*
- ◆ *Another budget cut? How can we possibly do more work with less?*

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What is needed to be successful?

- ◆ A process for knowledge transfer...
 - ◆ in order to cost-effectively capture tacit knowledge.
- ◆ Optimized, universal database...
 - ◆ for holding harvested knowledge and connect with explicit knowledge artifacts.
- ◆ Learning & Performance Medium...
 - ◆ for delivering knowledge to target learners.
 - ◆ Browsers are quickly becoming the ubiquitous interface.
- ◆ Mechanism for changing contents of the database...
 - ◆ so that you can learn at the speed of change.
- ◆ The Right Culture and Leadership
 - ◆ The organization has to provide the direction, and recognize that tacit knowledge can and should be managed.

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What makes Knowledge Harvesting work?

- ◆ The Critical Distinction between Support and Guidance Information
 - ◆ This is a new way to perceive human communications.
- ◆ The Link to *Knowledge Harvesting*
 - ◆ KH is a mature, proven approach for knowledge capture.



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Is this like Quality Management?

- ◆ There is a focus on “work process” in CMM.
- ◆ Total Employee Involvement is a good “pre-existing” condition.
- ◆ Continuous Learning and Improvement are basic values that apply to CMM.
- ◆ Measurement and Standardization is important, just as your benchmarking projects.
- ◆ It is an organization-wide change, but can begin “locally” in a department or unit.

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