



*The Carnivale of Risk*  
**Avoiding the Brain Drain**  
Presented By:  
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Assoc. of CA Water Agencies/JPIA  
**48<sup>TH</sup> CONFERENCE & EXPO**  
**parma**  
public agency risk management association

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**What Change is In the Air?**



*The World Of Work*



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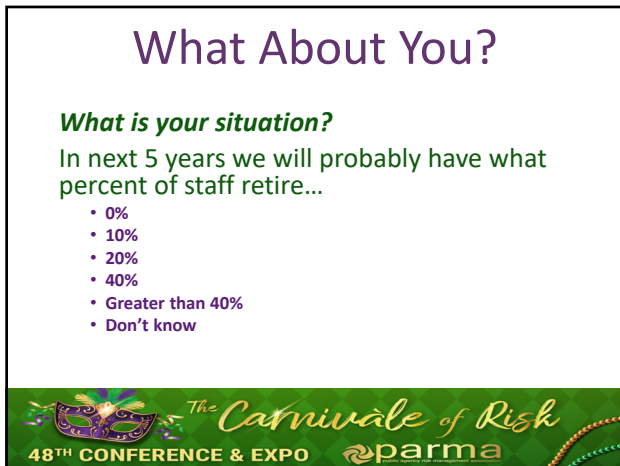
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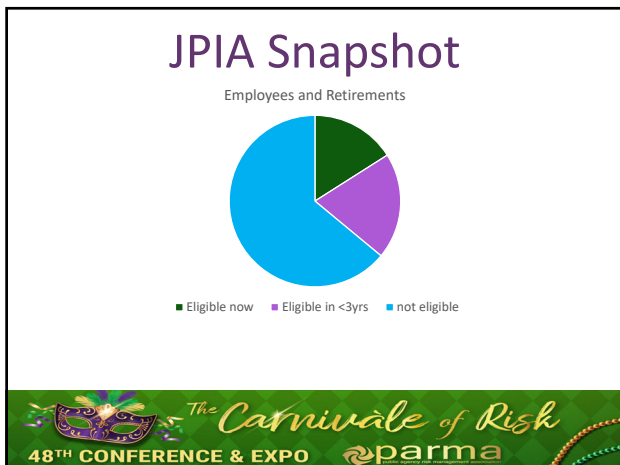
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## What We Will Cover

- What knowledge and skills do we need to capture?
- How do we capture it?
- How do we share it once we capture it?



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## What is Knowledge Transfer?

Process to ensure that the **right** people have the **right** knowledge & skills at the **right** time



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## Risk Assessment



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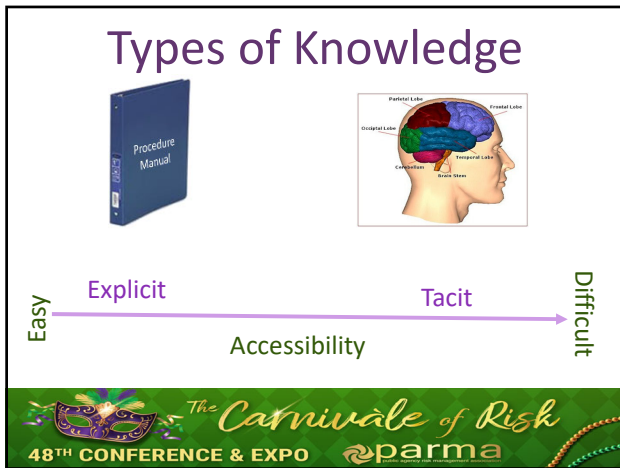
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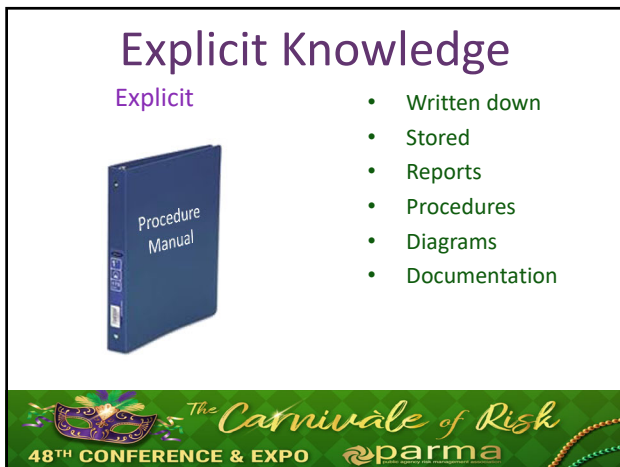
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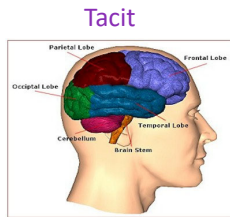
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# Tacit Knowledge

- Resides within employee
- Experience
- Wisdom
- Know-how
- Work-arounds



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# The Goal Should Be...

- Ensure key knowledge is captured
- Keep tacit knowledge up to date
- Make knowledge available



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# Getting Started

1. What is the knowledge that we need to capture?

Handout



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## Getting Started

1. What is the knowledge that we need to capture?
2. What are the consequences in the event this knowledge is not where it needs to be?

Handout



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## Getting Started

1. What is the knowledge that we need to capture?
2. What are the consequences in the event this knowledge is not where it needs to be?
3. What are the best ways for this knowledge to flow within the organization?

Handout



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## How Do We Do This?

### Six Steps

1. Identify leaders for the initiative
2. Identify mission critical jobs
3. Set priorities based on risk
4. Determine access to info today
5. Discover best way to capture and share info
6. Follow up and reconfigure

Handout



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# 1. Identify Leaders

- Key staff
- Knowledge teams
- Senior management



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# 2. Identify Mission Critical Jobs

Use grid

Handout



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## Mission Critical Functions – Training Department

	Input into database	Schedule classes	Update website	Schedule webinars	Conduct webinars	Send blast emails	Design courses	Copy and ship materials	Maintain materials	Track Certifications	Check out LL ideas	Invoice districts	Create Reports
Cardice			Very knowledgeable	Very knowledgeable	Very knowledgeable	Very knowledgeable							
Lakeisha	Very knowledgeable		Very knowledgeable	Very knowledgeable		Very knowledgeable			Very knowledgeable		Very knowledgeable		Very knowledgeable
Jerome	Very knowledgeable	Very knowledgeable					Very knowledgeable			Very knowledgeable	Very knowledgeable	Very knowledgeable	
Seda	Very knowledgeable		Very knowledgeable					Very knowledgeable	Very knowledgeable			Very knowledgeable	Very knowledgeable

Somewhat knowledgeable    
  Very knowledgeable

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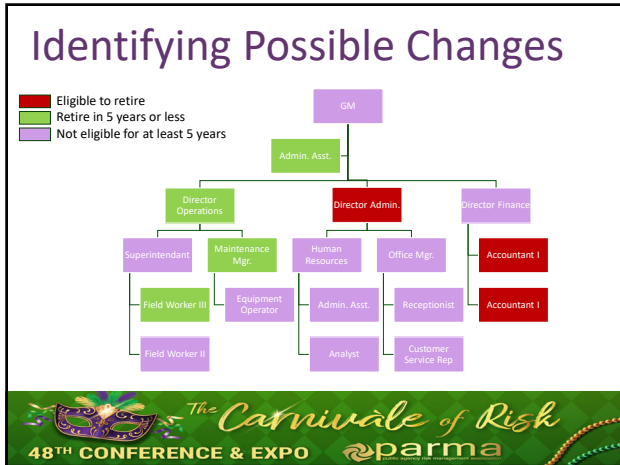
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### 3. Set Priorities Based on Risk

- What is probability?
- What is severity?

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### 4. Determine Access to Info Today

- How do we share info today?
- How do we train?

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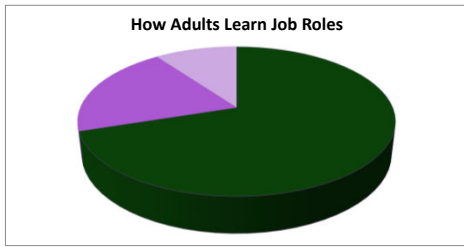
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## 5. Determine How To Best Capture and Share



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## 5. Determine How To Best Capture and Share

- Facilitate older generation sharing with younger & visa-versa



Handout



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## 5. Determine How To Best Capture and Share

- Take into account personalities
- Is there willingness to share?
- Is environment conducive?



Handout



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## 5. Determine How To Best Capture and Share

Gather "seasoned employees" into focus group



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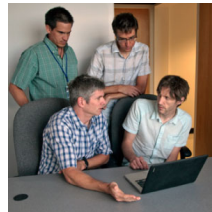
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## Sharing Knowledge

- Mentorships
- Apprenticeships
- Video/audio
- Training



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## Warning About Training

- Teach SME's to train
- Utilize those with a desire
- Give tools



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**Resources**







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**6. Follow Up**

- Constantly reviewing and reconfiguring as needed





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**How Do We Do This?**

**Six Steps**

1. Identify leaders for the initiative
2. Identify mission critical jobs
3. Set priorities based on risk
4. Determine access to info today
5. Discover best way to capture and share info
6. Follow up and reconfigure



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# Wishing You Success

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## Complete Session Surveys on the App

Find the App, Click on Events, Click on Browse by Day, Click on the Specific Session, Click on Rate Event. See Below for Screen Shots.



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## Mission Critical Functions – Training Department Example

	Input into database	Schedule classes	Update website	Schedule webinars	Conduct webinars	Send blast emails	Design courses	Copy and ship materials	Maintain materials	Track Certifications	Check out LL videos	Invoice districts	Create Reports
Candice													
Lakeisha													
Jerome													
Seda													

1. List the critical tasks/functions of the department across the top.
2. List staff in the left column.
3. Using color coding, fill each box with the appropriate skills level of each employee for each task.
4. Blatant visual as to where the department may be at risk should an individual leave.

**Well versed**

**Some knowledge**

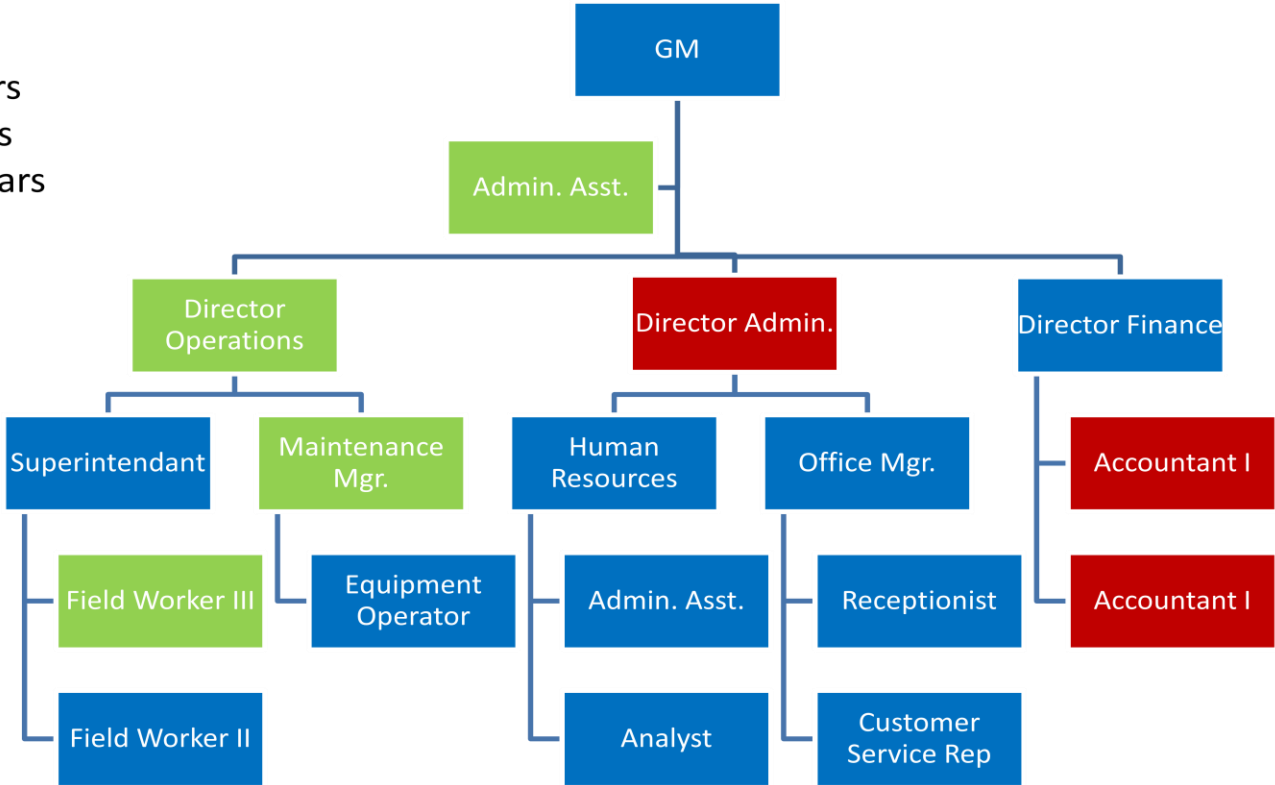
**No knowledge**



# Colorized Organizational Chart – by Age

Development of the Organization

- Over 60 years
- 50 – 60 years
- Under 50 years



# Capturing Institutional Knowledge



## 3 Questions

- What is the knowledge that we need to capture?
- What are the consequences in the event this knowledge is not where it needs to be?
- What are the best ways for this knowledge to flow within the organization?

## Six Steps

1. Identify leaders for the initiative
2. Identify mission critical jobs
3. Set priorities based on risk
4. Determine access to information today
5. Discover best way to capture and share information
6. Follow up and reconfigure

## KNOWLEDGE SHARING



### Foster Knowledge Sharing

If you are like many managers, you want to encourage your staff to document and share knowledge within the organization for the good of both current and future employees. The likelihood that they will do so depends on many factors, including their job role, the industry, the company culture, and the personality of the individual. As a manager, the only factor you can really impact is the culture by changing your own behavior and the environment you create with your team.

Here are some ways to encourage more sharing:

**Foster a positive culture in your company and department.** Lead by example. If you are the CEO or another C-level executive, your actions and attitude will be noticed and modeled by many. Use a lot of positive reinforcement and be open in terms of sharing your own knowledge.

**Identify their passion.** People always have most and least favorite parts of their job; there are areas they feel especially motivated, passionate and excited about. If you can identify those areas and find ways for them to spend more energy there, they will likely reward you with better quality work that they will feel more comfortable sharing. For example, a successful sales rep could share their methodology.

**Paint a picture.** Explain why something needs to be done, not just that it needs doing. If people understand how their work will contribute to a larger project, they are more likely to offer creative and insightful solutions.

**Make it easy.** Not everyone is a writer, or is good at packaging information for others. In some cases, someone will have knowledge that is important enough that it makes the most sense for someone else to extract it from them. There are many ways to do this including through an interview, by summarizing existing emails and documents, or even filming a demonstration.

**Identify and direct their knowledge sharing energy.** People share what they know in many ways – through email, hallway conversations, IM, and meetings. Identify people throughout the organization and department who are excited about documenting this knowledge, and ask them to make suggestions



about how and where this content should be shared. Offering web-based training for knowledge sharing tools is also a great resource.

**Tie it to performance reviews.** If employees know that this is an expected part of their job that they are being measured on, they will be more likely to share. If you have a knowledge management solution, you might set an expectation that employees share and update certain documents or information on a quarterly basis, or just ask that they contribute or comment at least once a week. The KPIs you set should be something that feels reasonable and achievable to all.

Employees already know how helpful it is to learn from other people's experience and expertise. Once they see the positive results of sharing their own knowledge, they will become enthusiastic participants in your knowledge sharing community.

<https://bloomfire.com/blog/how-to-encourage-employees-to-share-their-knowledge/>

### **Easier Information Sharing**

The design was simple, clever and cheap: top management would recognize and reward people who demonstrated an ability to cross-functionally get real value from their colleagues and cohorts. We created two complementary yet competitive awards: "Thief of the Month" — a modest prize and high-profile internal acknowledgement for teams and small groups who "stole" an idea or innovation from another unit and successfully incorporated it into their own business; and "We Wuz Robbed" — a comparably modest prize and recognition for having one's group's best practice or process adopted by another internal group.

Dual prizes created a symmetrical "marketplace" where employees were simultaneously encouraged not just to look for interesting ideas to "steal" but to think about which of their own best practices deserved wider internal promotion. The competition thus incented both "supply" and "demand" of knowledge worth sharing.

How do you reward information sharing?

<https://hbr.org/2012/12/a-simpler-way-to-get-employees-to-share.html>

### **Get Information Flowing**

Your work force is your most valuable asset. The knowledge and skills they bring to work with them every day represent the fuel that drives the engine of business. Want to keep the motor running? Leverage that knowledge so that everyone in the company can benefit from their co-workers' experience.

As a manager, you need to encourage an atmosphere where employees are secure enough in their jobs that they are comfortable sharing their expertise and mentoring their co-workers. Most folks can identify with the fear that they are training their next boss rather than helping them develop their skills.

Knowledge is personal. Employees who are trained on the company's dime will retain that knowledge even if they leave your organization. Wouldn't it be so much better for everyone if they felt like they had contributed to the company's success by helping their co-workers kick it up a notch?

Try these strategies to get the information flowing:

- **Offer employee workshops.** The manager can lead the first session, just to make sure everyone is on the same page. Explain the purpose, and ask for suggestions. Make sure employees understand that the goal is to help them work more effectively, not to highlight their deficiencies. Also, include a discussion on what the company is trying to do, how it's doing, where it's headed and what it stands for.
- **Plan accordingly.** Workshops can be scheduled at a regular time or as needed. If you can afford to provide lunch, try a noon-time group. Food is a great ice-breaker. Keep the meetings to a reasonable length.
- **Recruit your top performers to share their expertise.** It's not hard to identify who excels at customer service or managing data or sales. But does everyone know why they are so good at what they do? Are there techniques they could share?
- **Encourage team-teaching.** People from different departments need to collaborate on projects, so it makes sense to have those teams explain how they've been successful working together.
- **Aim for quality.** Make sure the presentations contain useful information and that the presenter is prepared. Be specific about the kind of information you want when you ask an employee to lead a workshop.
- **Provide incentives.** In a climate of tight budgets, reduced work forces and stiff competition, internal training can be a great substitute for costly offsite workshops. Reward presenters, perhaps with extra pay or comp time.
- **Say thank you — not just to the presenters, but also to those who attend.** Employees need to know their efforts are appreciated.

Perhaps the best advice I can give is that you, the manager, show up for every session. Your presence lets presenters and participants know the value of these meetings. Be an active participant, too. Ask questions and share experiences. Just don't take over.

Here's an added bonus: You have a terrific opportunity to present problems that you need help with, and demonstrate to your staff that you value their opinions. Think of them as your "inside consultants," people who have good working knowledge of your business and a vested interest in making it work.

If you believe, as I do, that your employees are your most valuable asset, you will do whatever you can to help them do their jobs as well as possible. As [Ben Franklin](#) said, "An investment in knowledge pays the best interest."

Mackay's moral: Knowledge shared is knowledge squared.

<https://hbr.org/2015/11/is-your-company-encouraging-employees-to-share-what-they-know>