



Organization Culture and Its Impact on the Implementation of New Technology

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Background

◆ Client

- Fortune 500 Oil & Gas Industry
- Post-merger

◆ Business Need / Desired Results

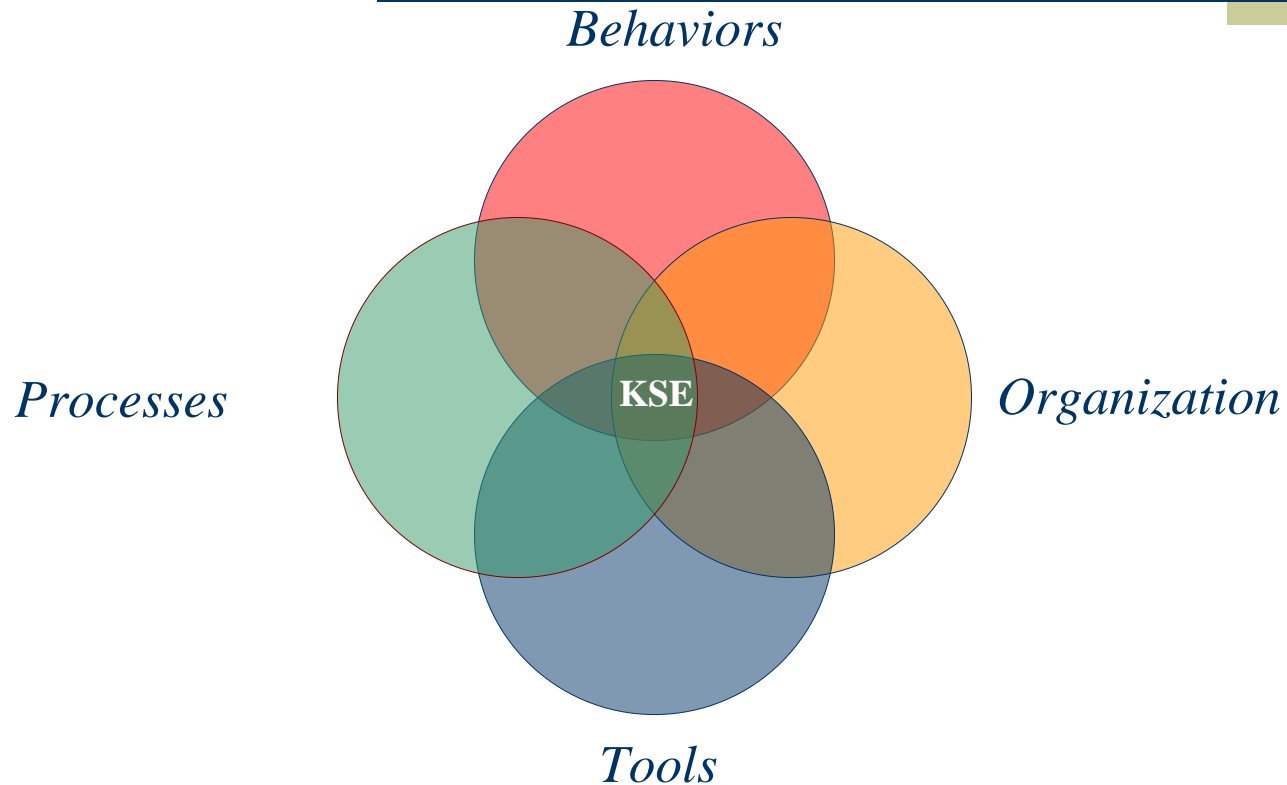
- Reduce duplication of effort
- Capture synergies of merger
- Single KS system throughout organization
- Accelerate competency & innovation
- Increase speed of problem resolution & decision making

Knowledge Sharing Environment

A **Knowledge Sharing Environment (KSE)** consists of the *processes* and *tools*, powered by *behaviors* and supported by the *organization*, that ensure information and resources are freely exchanged among the right people, at the right time and in the right context for maximum performance results.

In a Knowledge Sharing Environment, people are rewarded – monetarily and non-monetarily – for sharing knowledge.

Knowledge Sharing Environment



The success of the Knowledge Sharing Environment depends on these 4 elements working together to support knowledge sharing.

Identified Knowledge Sharing Gaps

◆ Organization

- No governance
- No ownership

◆ Processes

- Lack of a common definition for sharing information
- Lack of a process to develop a sharing environment

◆ Tools

- Too many
 - Intranet, Lotus Notes, Portals, Shared Drives
- Too little training



Identified Knowledge Sharing Gaps - Behaviors

◆ **General Gaps**

- Sharing activities need to increase and be more timely and proactive
- Division needs to reward, communicate, and model knowledge sharing behaviors

◆ **Business Processes**

- Division does not provide “just in time” information
- Documentation of processes is inconsistent
- One stop shopping for information does not exist

◆ **Best Practices / Successes**

- Successes and failures not shared
- No clear definition of a best practice
- No corporate wide sharing by Division
- Division needs to reference best practices to guide work

◆ **Other**

- No established standards around project information
- Communications need to be clear, consistent, and timely
- Roles and expectations need to be clearly defined within Division and for the regions.

Bridging The Gaps



KSE Implementation Plan

- ◆ Tool – Implement a Portal Solution for Intradepartmental Collaboration
 - Division Wide Home Page
 - Community Page for each Function

- ◆ Organization – Implement a Communities of Practice Solution for Interdepartmental Collaboration
 - Work across organizational boundaries
 - Team members located along the job process trail
 - Current Teams (e.g., Circles of Excellence) converted to the CoP model

In the past this is where they stopped. This time they considered behavior...

So, why is KSE so hard to do successfully?

Current Behavior:

- ◆ Shares knowledge only with immediate group.

Impact on person

- Sought out as “expert” by peers and leaders (+)
- Maintains position within the organization (+)
- Appreciation from peers (+)

Desired Behavior:

- ◆ Shares knowledge though KS environment

Impact on Person

- “Gives away” specialized knowledge (-)
- No longer perceived as indispensable (-)
- Loses control over knowledge distribution (-)
- Appreciation from peers (+)
- Gets access to new information (+)
- Takes time to learn new system(-)
- Takes time to contribute to new system w/o immediate benefit (-)



Key Levers for Change



- ◆ Leadership
- ◆ Communication
- ◆ Business Processes
- ◆ People Processes
- ◆ Performance Measures

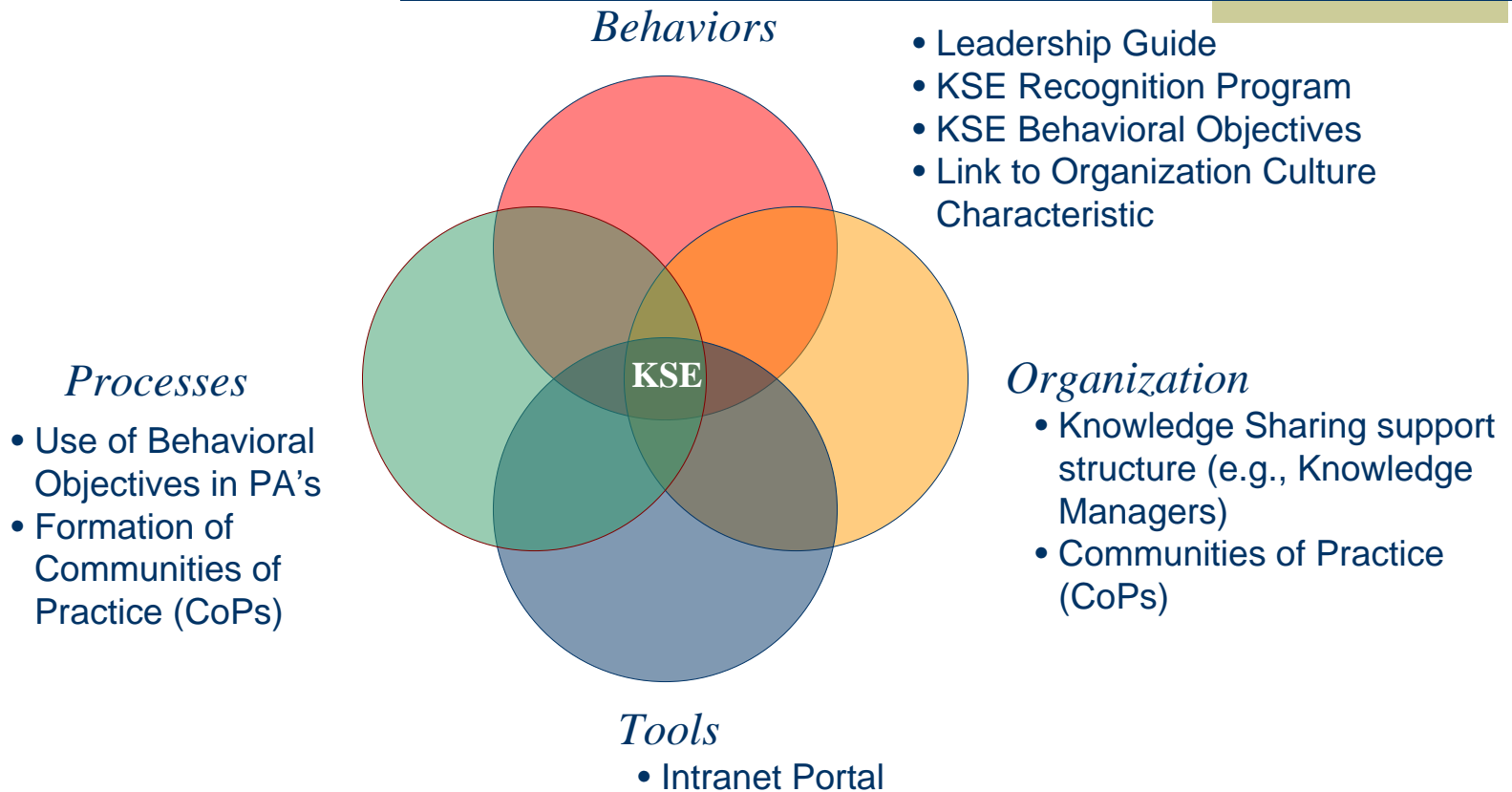
Change Management: Selected Alternatives

Implementation Vehicle

Lever

- | | |
|------------------------------------|--|
| ◆ Leadership Guide | Leadership
Communication |
| ◆ Performance App. – KSE objective | Performance Measures |
| ◆ Strategic Communication Plan | Communication |
| ◆ KSE Recognition Program | People Processes |
| ◆ Business Plan & Scorecard | Business Processes
Performance Measures |

Knowledge Sharing Environment





Questions
