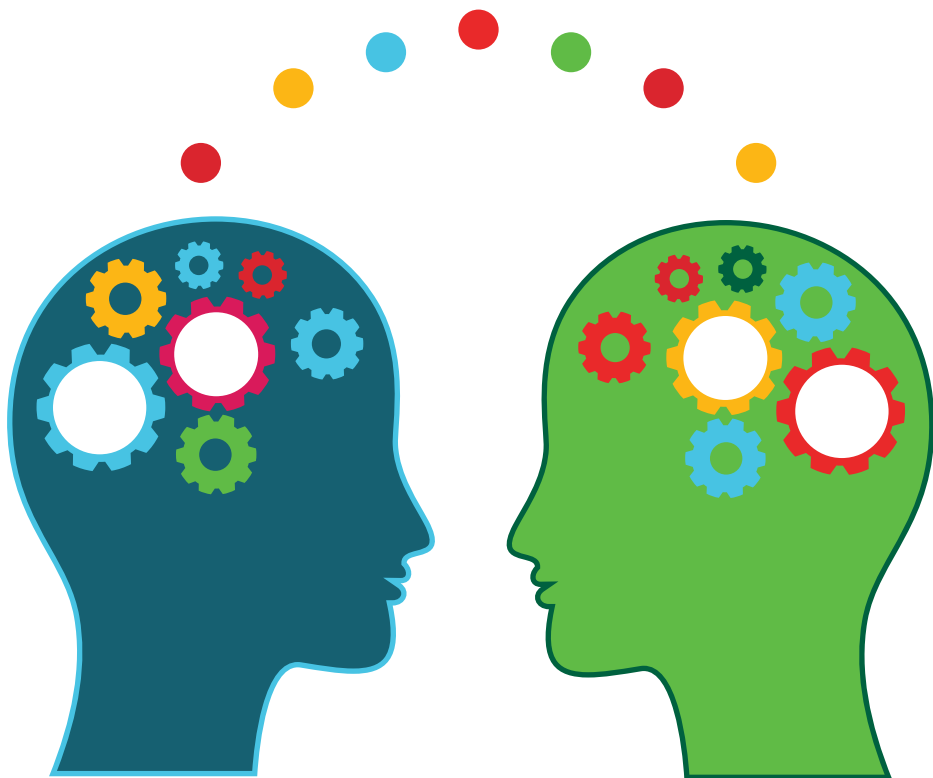


# KNOWLEDGE TRANSFER: 4 TIPS TO GET YOU STARTED



With thousands of baby boomers retiring each day, knowledge transfer has never been more important. What do we mean by “knowledge transfer”? It’s the process of transferring knowledge from one part of the organization to another in an effort to organize, create, capture and distribute knowledge to ensure its availability for future users.

Effective and sustainable knowledge transfer is complex and can feel overwhelming. To keep your organization’s knowledge from “walking out the door,” we have compiled some tips to help you get started, target the knowledge you need, and set up successful systems that employees across generations can utilize.

# 1

## DECIDE WHAT KNOWLEDGE IS IMPORTANT AND WHO HAS IT

Knowledge does not exist in a vacuum. Start by identifying and evaluating what knowledge is important to your organization and what portions of that knowledge is at risk. Organizations invest significant resources in predicting attrition and identifying the “holders” of critical information tied to critical jobs. Consider creating a dashboard that lists all of your department owners and identifies employees within those departments who have critical institutional knowledge. When aligned with attrition planning, a dashboard tool can help to categorize and rank critical knowledge that is relevant and valuable to each department. Once you have a dashboard in place, you can begin to create a methodology or system to best capture this knowledge. In order to build a comprehensive dashboard, it’s important to involve all program and department owners within key departments from the beginning.



## 2 CREATE A SYSTEM

There are a wide variety of methods to capture and transfer knowledge – both formal and informal – that your organization can adopt. As you build your knowledge transfer system, be sure to consider the different generations in your workforce. When it comes to knowledge transfer, it’s definitely not “one size fits all.” Communication vehicles might include instant messaging or blogs as well as email, texting or online training “bytes.” Popular knowledge transfer strategies include:

- Formal education and training
- Interviews
- Mentoring
- Paired work
- Apprenticeships
- Simulations and games
- Work shadowing
- Narrative transfer (story telling)
- Job rotation
- Blogs and Wikis
- Instant messaging
- Informal gatherings

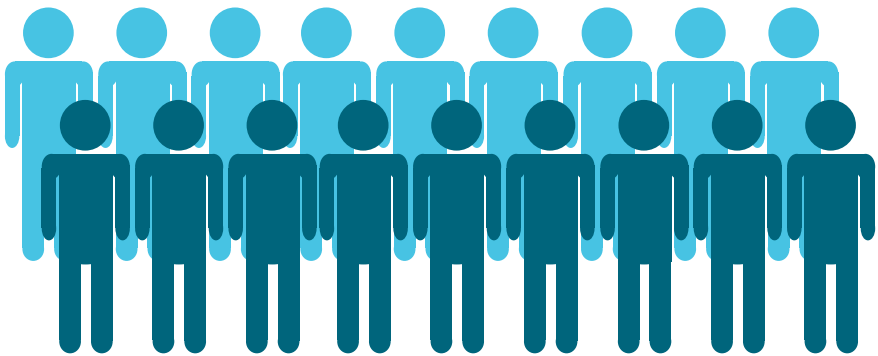
Find the methods that work best for your organization and your employees.



## GET EVERYONE INVOLVED... AND MAKE IT EASY

In today's workplace, where long-tenured employees are the exception, knowledge is not always filtered well throughout an organization. To create a knowledge-sharing culture, everyone needs to be involved, from top management to the frontline workforce, all sharing their knowledge and expertise on a regular basis.

Once you've identified your strategy or strategies, create a process, then clearly communicate that process. Use checklists and sample templates to ensure that following the process is easy. Make the knowledge easy to find within your internal intranet and systems. Promote informal groups that employees can join to share their knowledge and watch the process happen organically.



# 4 REAP THE BENEFITS

Successful knowledge transfer is almost always a “two-way street” that actively involves both the source of the knowledge and its receiver. For the receiver of the knowledge, the benefits are significant; they know they are being seen as someone who can step in and eventually take over. The benefits for the giver are two-fold. First, it allows him/her to leave a legacy of sorts, and second, it formally acknowledges their contributions to the company.

There are many payoffs for successful knowledge transfer – increased productivity, engagement, speed, agility, profits and growth.

Other benefits that might not be obvious at first include:

- Acceleration of development and on-boarding for new hires
- Relationship building and creation of a more engaged workplace
- Risk reduction
- Succession planning
- Retention



# CAEL CAN HELP

The Council for Adult and Experiential Learning (CAEL) is widely recognized as the national best practices leader in connecting learning to work through consulting, employee advising, career mapping, research, dissemination and more.

CAEL is a 501(c) non-profit, international organization with 40 years of experience in workforce learning, including 30 years of experience working directly with employers to create and deliver effective talent management solutions.

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