

## 4. Ten Useful Practices

Some of these are more complex than others. Creating a learning log can be done in a few minutes, while rebuilding office suite may take a little longer!

- 31. After Action Review (AAR).** A procedure developed by the US Army. After each operation (e.g. project, meeting, assignment), go through a half day structured review: What should have happened? What actually happened? What went right? What went wrong? What lessons can be drawn to do better in future?
- 32. Learning Logs / Decision Diaries.** In your daily notebook, leave space to record assumptions, rationale and expected results for each decision (c.f. AAR above). What extra knowledge would you have liked but did not have? Review regularly against outcomes.
- 33. Share Fairs.** Events designed to bring creators and users of knowledge together in an exhibition like setting. A typical example is a research division having booths at a sales conference. It helps make personal connections that might not otherwise take place.
- 34. Cross Functional Teams.** These bring together people with different perspectives, knowledge and experience, with the aim of improving innovation and validating ideas and plans. Though mostly found in project teams, many organizations are making a point of bringing together a rich mix of knowledge in many different types of team.
- 35. Create a knowledge centre.** A focal point for the gathering and dissemination of knowledge. Often based around a library, the knowledge centre also oversees core information handling processes, such as sourcing, classifying, managing content on the intranet and handling knowledge enquiries.
- 36. Expertise Profiling.** Identifying and recording information on people's skills and knowledge, usually in the form of a so-called 'Yellow Pages'<sup>TM</sup> database, since the entries are organized by people's skills and not by department or name. Although use of expertise codes helps in searching for experts or making comparison, much of the value of expertise profiling comes from allowing users to enter information in their own words.
- 37. Redesigning Work Space.** Many workspaces are neither conducive to serious thinking work, nor to knowledge sharing. Architects, especially Scandinavian ones, now have experience of how to lay out an office to encourage informal interaction, yet at the same time providing quiet areas for serious thinking and study.
- 38. Conduct an Information/Knowledge Audit.** The recording of what information or knowledge exists in an organization and how it is used. Each knowledge entity is described along with attributes such as format, access rights, ownership, quality and review date.
- 39. Reward Systems.** Management consultancies now make creating or sharing knowledge one of the measures of individual performance on each individual's regular appraisal. Measures may include writing papers or contributing to knowledge bases.
- 40. Appointment of knowledge specialists.** You might even go as far as appointing a Chief Knowledge Officer and a knowledge team that draws together expertise in information (library) management, facilitation skills, IT (groupware) skills and business knowledge.