

How to Harness the “How To”

A Presentation to the eLearning
Forum by

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Agenda



1. Introductions
2. Presentation
3. Small group breakout
4. Online web tour
5. Summary tips

The Presenters



Hal Richman in
NYC



Elise Olding – with
you in Palo Alto



How To?



- ◆ How To = expertise
- ◆ The way we do things based on experience and intuition
- ◆ Embedded in the business processes
- ◆ Differentiator from other like businesses

Key Components of “How To”

- ◆ Knowledge Enablement

- Tacit (or experiential) knowledge
- Explicit Knowledge

- ◆ Informal Learning

- Learning while doing that takes place outside of formal settings like classrooms, self study, etc.
- The main bridge where tacit and explicit knowledge is exchanged
- If nurtured, this knowledge can move from people’s heads into semi-structured (knowledge nuggets) and structured knowledge (knowledge bases)



The Business Problem

- ◆ Companies intellectual capital is tied up in its business processes.
- ◆ “How To” walks out the door every night, sometimes never to return
- ◆ How much can be lost before competitive advantage is lost?

What are the benefits of enabling knowledge?

- ◆ Hidden skills are brought to light
- ◆ Redundant efforts surface
- ◆ Disbursed teams can simulate “co-location” across geography and time
- ◆ New employees can come up to speed more quickly
- ◆ More time analyzing (and less time searching for) information
- ◆ **RESULT: Connected, leaner, faster organization**

Tacit Knowledge

- ◆ What we know that we can't talk about – like the details of driving an auto
- ◆ Wayne Hodgins (Into the Future- ASTD)
Learning is the means by which tacit knowledge (informal and subjective) is exchanged between individuals and between the learner and the learning resources. It is therefore both social and personal in nature. It occurs in both formal and informal settings, and includes connections and direct interaction among people.



Knowledge Enabling Technologies

- ◆ Emerging set of technical functionality combined with changes in the behavior of knowledge workers, groups and organizations.
- ◆ Allows one to identify, capture, retrieve, share and evaluate information assets

Technologies

- ◆ Group Input: Knowledge Functionality
- ◆ Suggestions:
 - Search and Retrieval
 - E-Learning
 - Web Meetings and Virtual Project Rooms
 - Expertise Profiling
 - Community
 - Content Management
 - Personal Knowledge tools

Market Segmentation

- ◆ Personal Knowledge Tools
 - Kenjin, PurpleYogi, MyPlaceWare, The Brain, Groove
- ◆ User and Expertise Profiling
 - Tacit, Orbital, Autonomy, Idea Exchanges
- ◆ Information Collection and Association
 - Knowmadic, Skila, Hummingbird
- ◆ Concepts and Communities
 - Lotus, Autonomy, Intraspect

What is Informal Learning?

- ◆ Unstructured learning that occurs when colleagues are collaborating, snippets are shared in the hall, or a project debrief with lessons learned
- ◆ Exchange of knowledge that occurs at the right time, in the right context

Prevalence of Informal Learning

- ◆ Informal learning is likely the way that knowledge is exchanged and put to use
 - EDC (Boston):
 - 70% of employee learning is informal
 - Many skills and competencies are acquired informally
 - Informal learning can be nurtured by identifying and implementing the factors that lead to success, including management blessings
- ◆ Proprietary market research showing that 80% of learning for professional designers will be through informal channels

Nurturing Informal Learning

- ◆ Create a supportive culture, political incentives and flexible technology to create an environment that supports the process of creating, sharing, discussing knowledge
- ◆ Ensure the capture and storing of knowledge during informal learning into knowledge nuggets (semi-structured) and knowledge bases (structured)



What do you think?



- ◆ Break into small groups and discuss:
 - What is tacit knowledge?
 - What is explicit knowledge?
 - How do you turn tacit knowledge into explicit knowledge?
 - What is the role of informal learning?
 - What's the effect on technology?

So What can we Do?

- ◆ Resistance causes Pain
- ◆ How do we create opportunities that attract and encourage change?
- ◆ How do we enable adaptability and agility?

The answer lies in understanding and fostering informal learning