



Overview

An important element of protecting corporate knowledge assets is preserving employee knowledge in the form of experience and insights. Substantial knowledge disappears from organizations as employees depart or retire in the regular course of business. To help safeguard their intellectual assets, companies are implementing knowledge continuity programs to limit organizational knowledge loss.

Where **Knowledge Management** embraces capturing and sharing know-how within the enterprise's business activities and processes, **Knowledge Continuity** focuses on successfully harvesting and transferring knowledge from departing employees to their successors.

When employees move on, they take their (tacit) knowledge with them. As a result, important discoveries and insights disappear, and the organization's ability to act quickly and intelligently is encumbered. As knowledge losses mount, organizational learning typically stalls, and organizational forgetting begins! With high turnover, a company may know less today than it did yesterday.

In summary, the goal of knowledge continuity is to preserve the vital knowledge that sustains the business and that would otherwise be lost with departing employees. Ultimately, a knowledge continuity program becomes part of the organization's strategic framework and a critical success factor for attaining or maintaining leadership within its targeted markets.

Borrowing & Continuity

Knowledge, for all of its value, is an anomalous asset. It is highly perishable, increases with transfer and sharing, and is cumulative. Most importantly, tacit knowledge is borrowed temporarily from employees during their employment and returned to them on departure. Certainly, explicit knowledge remains within the organization but that knowledge is valueless if employees do not have a tacit understanding of its context and use.

TKCI Approach

The TKCI Knowledge Continuity Program approach is outlined below:

- Conduct an assessment and SWOT analysis of the organization's current knowledge continuity environment, including:
 - Corporate business, technology and continuity strategies and plans.
 - Explicit and tacit knowledge required to sustain employee roles and their associated responsibilities.
 - Current techniques, methods, and solutions to support knowledge harvesting and transfer. (formal and informal)
- Conduct a Gap Analysis of current knowledge continuity situation with a best practice knowledge continuity program.
- Develop Knowledge Continuity Strategy, (in alignment with corporate business and technology strategies) including:
 - Techniques to harvest knowledge from incumbent employees on a non-invasive basis.
 - Methods to transfer knowledge to successor employees.
 - Technology solution(s) to facilitate the knowledge continuity process.
- Create Executive Report highlighting: knowledge continuity strategy and key decisions and actions required to successfully implement a formal Knowledge Continuity Program.

The Bottom Line

A Knowledge Continuity Program creates a powerful advantage for organizations who seek a competitor advantage. Key benefits include:

- Speeds ramp-up of new hires, moving them rapidly up their learning curves and making them more productive sooner.
- Enables new hires to better understand their roles, responsibilities and knowledge-centric requirements from the wisdom of predecessors and current co-workers.