

KNETMAPTM for Continuity Planning

As senior managers reach high retirement eligibility, this underscores a need for timely knowledge transfer. The first step of ensuring that the "know how" of seasoned experts is retained as organizational knowledge is to identify the Subject Matter Experts (SMEs) whose positions and roles are critical to the effectiveness of your organization.

Organizations are comprised of layers of social networks. These informal networks are not visible in the organization chart but greatly influence its dynamics. Network mapping, based on the principles of social network analysis (SNA), can get quickly at the existing exchange of knowledge: *it shows who knows what*. It can be used to reveal informal leadership and influencers (or 'hubs' and 'authorities') on products/processes/services. The results can be used to leverage knowledge across the enterprise for better decisions and greater performance.

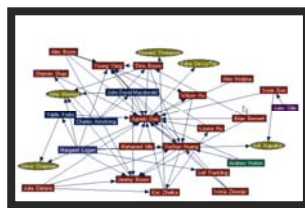
In the past, gathering data for network mapping has been time consuming. KNETMAPTM now makes it possible to gather data through email.

In a context where replacement planning is required to deal with the departure of key resources, implementing KNETMAPTM will become essential for the following:

- Identify the strengths and vulnerabilities of your organization in terms of how people work together to get things done;
- Identify emergent communities of practice;
- Define the interventions that will enhance the effectiveness of existing patterns of knowledge exchange

How do you identify the task network and are there other kinds of networks?

All organizations are made up numerous interconnected social networks. KNETMAPTM can create maps of your organization's task network as quickly as your employees can answer a simple question by email: "With whom do you work to get your job done?"



While network maps identify key influencers and champions, they can also identify emergent clusters that form the basis of a *community of practice*.

Situation

You are in the process of examining the long-term direction of your organization and how succession and replacement planning comes in. You are interested in identifying key areas which require continuity planning. You need to implement a multi-pronged strategic plan that supports this activity, with full participation from the senior stakeholders. You also need to explore 'what if' scenarios as you examine your current talent pool.

Solution

With experience of measuring and mapping task networks in more than thirty corporate client situations...

With experience in using social network analysis to identify emergent communities of practice...

With experience in providing a visualization of the specific dynamics that are active or absent from your teams and business units ...

KNETMAPTM is a proven program that extracts data from your staff about how your organization really works. It can be used to pinpoint where timely interventions are most likely to bring about positive change to your organization.

Why are *communities of practice* important in the context of replacement planning?

CoPs can be positioned as a strategic tool to ensure that the knowledge of those who are likely to leave is preserved to the organization. The formation of cross-generational communities of practice with a mandate to resolve key challenges in a given domain will unobtrusively build and transfer knowledge.

While the self-governing nature of these communities needs to be respected, they can be sponsored with the mandate to codify knowledge in a given domain which is of strategic importance. Experience shows that those who are about to retire value the opportunity to share their knowledge for the purposeful resolution of strategic issues.

Value Proposition

The application of KNETMAP™ will provide a unique, realistic view of the organization describing how it works underneath the organization charts. It will lead to a much more effective management of human capital in your organization.

Pricing

\$17,000.00 plus \$0.50 for each user, for each question. (See pricing formula in attached spreadsheet.)

Sample Maps

<http://dev.konverge.com/KnetMapDemo/>

Further Information

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Phase I: Preparatory

- Identification of individuals who will provide information
- Identification of the relevant attributes of these people (e.g. gender, years in service, department)
- Development of the questions that will surface the information
- Design and development of the communications package and project launch

Phase II: Project Launch

- Deployment of questions to identified sources of information

Phase III: Review and Consultation with Stakeholders

- Meeting with stakeholders to introduce the principles and opportunities associated with organizational network analysis
- Identify replacement priorities
- Identify possible successors based on 'structural equivalence' metrics
- Identify communities of practice that will be led by retiring individuals

Deliverables

- Pre-launch communications to disseminate to users including
 - Sample letters for initial communication
 - Powerpoint presentation and/or viewlet and/or e-learning module to enhance understanding among the user group
 - A thorough project timeline describing key milestones
- Consultation on the initial formulation of the daily questions to reduce ambiguity, and improve the quality of results
- Set-up of user distribution lists (including up to three attributes per name)
- Daily e-mail query sent to the distribution lists, guiding them to the dedicated question of the day URL
- Distribution of a thank you, and invitation to check out the results, to all participants
- Ongoing support to answer technical questions throughout the implementation as needed
- Dynamic real-time visualization of each Subject Matter Expert network to users as daily questions are answered, and for all previously answered questions
- Data scrubbed as necessary between daily questions to remove duplicate and incorrect nodes, and accept new names as they are identified by users (automated scrubbing only)
- Social network analysis on each of the SME knowledge network maps