

KM Exchange 2021

Case Study Cafe 3: Moscow Airport and Asian Development Bank

Edited Notes of Chat Channel

MOSCOW AIRPORT CASE STUDY

Olga: Expertise Mapping stage took 6 months, Digital twin stage took only 4 months. Digital twin project was a fully customised service on SharePoint, internally developed with a string internal team (developers, architects, PR specialist).

Digital comfort at Moscow Airport = accessibility, personalisation, semantic search, user adoption, UX and seamlessness.

Expertise development at Moscow Airport: (a) you accumulate capital soft and hard skills, education, experience (b) you actualise/apply this expertise.

INITIAL QUESTIONS

Edgar: Are people shy about being branded “experts” and “stars”? Conversely, are people anxious about not being acknowledged as “experts” or “stars”?

Susann: Our questions are: How did you phase the role out of the expertise locator: Governance taxonomy, categorization or start with expertise locator directly? How did you validate the expertise?

Edgar: Is it challenging for the KM Dept to step in and provide answers when staff cannot find answers in the system?

Roznita: Do the experts include external experts as well?

Noni: Can you elaborate how you calculated DME measure and rate current employee outcomes and try to estimate their future value for a company?

Olga: Calculating future value: education, experience, participation and performance in projects - we can connect performance to their skills/education, and identify ways of improving their skills, and model how education/ staff movement impacted their performance

Edgar: 1. Do you automate population of the Digital Twins, since this is usually very challenging? 2. What motivates staff to update their Digital Twin?

Jane: Expertise may evolve or increase over time... How is the mapping updated and continually sustained when staff go for trainings?

Olga: Most information (e.g. projects) we needed for the Digital Twins already exists in other systems e.g. HR system. The digital twin system was based on an algorithm, drawing on data in lots of systems, education, training, project participation, KM participation... algorithm accounted for expiry of some knowledge/education/skills depreciated over time.

Susan: How did you communicate the value to staff for participating in the expertise locator?

Olga: First stage: we found 320 experts who were well known for their experience and expertise and who were willing to share. Then we showed benefits. For scaling up, we used data we had in our systems about employee skills and projects. You will always have some employees who will be innovative and want to try new things... identify them for the pilots, and get them to help you be brand ambassadors.

Bill: How difficult was it to measure expertise of repetitive tasks which are important even vital to the organisation but are not exciting or attention grabbing?

Olga: this kind of work is very important, maybe experience is a better word than expertise - there are opportunities to recognise this, you can lead a team or be a trainer or in-house consultant.

Susan: How did you define success of the expertise locator?

Olga: when we saw increased participation, more questions and answers, and ratings for the answers going up, lots of comments and questions, top answers,

Susann: So success was that conversation happened and problems were solved faster.

Edgar: Is HR a partner in the Digital Twin project?

Olga: We worked closely with HR and other key partners on this. We had great in-house marketing and promotion of our projects, and already had a very good reputation in the organisation

Geoffrey: How then have you dealt with people/ staff who think that this is just another social media brought into the office?

Olga: The digital platform was already quite mature, so people were already accustomed to this kind of interaction. If we had started this project at the start of the KM journey it would not have been successful.

Edgar: Did you think about knowledge succession? What happens when experts leave?

Olga: we involved the people in educational processes, trainers, consultants, to help transfer their knowledge and when people left their roles, we tried to log their expertise - expertise consulting services with Q&A helped to document knowledge

Hank: Experts leaving is nearly always poorly managed.

Olga: Thank you all, will be happy to answer your questions by email.

ASIAN DEVELOPMENT BANK CASE STUDY

INITIAL QUESTIONS

Patrick: How do you identify “mission critical” knowledge?

Susann: = know-how knowledge - capabilities to deliver projects

Edgar Tan to Everyone : Is charging for knowledge solutions a desired outcome?

Michelle: Room 6 discussion notes

- Move from writing strategy to focus on the user journey, very user-centred approach
- Identify what are the existing KM tools used, what was their impact.
- Where appropriate, can get user agreement that some of their work processes are considered KM. Once this is mutually agreed, can think of a way to build on the user work process to institutionalise KM processes
- Tap on the user's existing work processes such as documentation and build on it for KM
- Anyone can set up a CoP based on sector or theme. The CoP micro-site can be designed to facilitate exchange like social networking platforms.
- Create subject specific videos (interviews) with subject matter experts. This could be a retiring senior manager. Can use mentoring/sponsor programmes.

THEORY OF CHANGE

Susann: ADB has many different agendas/ initiatives — used Theory of Change (participatory) to integrate/align these strands, identify ten reform areas across the bank.

<https://www.theoryofchange.org/what-is-theory-of-change/>

Edgar: Can you briefly explain Theory of Change? And why did you use it?

Jane: Looked at previous KM action plans at ADB - used a logic model - design and monitoring framework looking programmes and outputs. We needed something that looked at larger goals and desired outcomes. If we have this kind of goal, what conditions are necessary for us to be able to achieve those outcomes, which areas of focus? This enabled us to zero in on people, process, systems, relationships.

Susann: Theory of Change is also linked with future of work and foresight - we look at assumptions, factors, conditions, and how to manage them. Theory of Change forced us to look at culture, for example. Theory of Change can be intimidating because it is more complex.

Kim: what is the change that we are seeking? What do we need to do to move towards that?

KM FOCALS/ CHANGE AGENTS

Susann: Cadre of KM focals as change makers across the bank and we try to make sure they have career opportunities - e.g. might they be the next generation of country directors?

Eileen: change agents.. whats the definition and function of change agents? They can be at different levels in the organisation - e.g. senior sponsors, mid-level operational level knowledge champions?

Kim: How do we identify who those focal points are?

Hank: I made an open offer for KM focal points to join the KM Programme. Don;t assign people, it won't work.

Edgar: Sometimes, the person “most likely to hold the torch for KM” is also the busiest. In Chinese we have a saying “the able are given more work”.

Jane: We took an inclusive approach.. we take the business functions seriously, so we ask what is the value of managing knowledge for your department? The consultation process in the development of the KM Action Plan acted as a pre-screening, to see who would be in the best position to be the focal for KM moving forward... Even regional offices and missions fielded KM focals and when they were involved in defining what is to be expected of the role they became excited.

Jane: when they became focals we equipped them with the right knowledge and skills

Basic KM certification course - gives a common understanding.

PARTICIPATORY APPROACH

Susann: The participatory approach can be uncomfortable, it requires a lot of confidence to approach things differently and on the one hand challenge comfort zones, but on the other hand make people feel excited about the possibilities.

Susann: Some objections: we have seen all this before, it won't work anyway, and we are too busy - that's where we used the cultures transformational initiatives - and to the cynics we said there is no choice, we worked with leadership - and we changed to conversation to one of impact - do you want to sit here and do nothing or do you want to have an impact? We made video interviews with key people exploring what might be possible. <https://techforimpact.asia/about-us/> and promotion videos like this one <https://vimeo.com/400494096>

REPORTING AND EVALUATION

Arief: How do you develop your reporting, metrics, and measurement?

Jane: For external stakeholders, ADB has an annual report on its development effectiveness, has a framework which includes indicators that include reference to knowledge. ADB conducts yearly perception surveys to find out how their knowledge solutions offering is performing Eg satisfaction with ADB's knowledge quality, what is the knowledge used for: design, implementing, learning, skills building? Replies go into a corporate results framework and updated annually.

Jane: Internal measurement - we used to use MAKE framework questions, and are now updating this so we can benchmark with other organisations, and we want to measure against the ISO 30401 standard.

Geoffrey: Is it possible to share the framework/ tool for measuring?

Susann: <https://www.adb.org/documents/knowledge-management-action-plan-2021-2025> - Yes, its here as attachment

PLATFORMS

Geoffrey: What is the approach to platforms being used ... duplication across multiple platforms? How do you deal with it?

Susann: 2 lines of thought: (a) one central platform, containing everything (b) a central core platform just for core stuff and everything else is decentralised.

ADB is following (b) the second model and that is why it is trying to develop its corporate governance to be able to weave these platforms/ tools together. A centralised corporate platform becomes too slow and unwieldy. With internal platforms you also have to work on the culture to ensure platforms are being used appropriately - e.g over-use of email. And you need to be able to ensure that common content can be found across different sites and dashboard.

Hank: Has ADB KM linked up with Digital Transformation in ADB? What is your view?

Susann: There is a close relationship between KM and digital agenda at ADB. Both strands recognise they need to invest more in change management.

Jane: One key ADB initiative with IT dept is to revamp the intranet.

Hank: The association with digital transformation can be a risk as well as a benefit

Susan: Yes, absolutely, especially if the KM/human elements are left out.

Susann: Please connect with us on LinkedIN
<https://www.linkedin.com/showcase/adb-knowledge-&-innovation/>

Kim: We could have talked more about the thread between KM and innovation.. how do we create the space (fail safe) to fail and learn?