

Partnering Resources Case Study: Enhancing Knowledge Sharing and Innovation

Situation

The Director of Knowledge Management explains: “Our organization had developed a culture of hoarding knowledge, which was impeding our ability to adapt to ever-changing business needs and to deploy new technologies. To address this gap, our organization embarked on a learning strategy.

“The mission of the learning strategy was to increase flexibility, agility, and leadership through knowledge and learning. Our vision was to create an organization of values-driven, high performing workforce of “planful” thinkers who take responsibility for collective knowledge sharing in service of the organization.”

Response

“Partnering Resources [helped] us design an assessment of our current practices and develop innovative initiatives to support our learning strategy vision. Two key learning strategy components emerged that were critical to our success: a cross-functional steering committee and an innovation space.

“Our work was driven by a core group that cultivated and sustained the learning strategy. They were responsible for oversight and guidance of all learning initiatives and events within the organization. By engaging the Steering Committee, we integrated the learning strategy into the fabric of our work and infected our organization with the ‘learning bug.’

“Our most impressive achievement was the creation of a physical innovation center in our organization. It’s like nothing else in the company: colorful, creative, engaging, full of journals and books about our industry, comfortable chairs for talking and reading, and state-of-the-art technology. We use it for brown bag lunches, community of practice meetings, and brainstorming sessions. It has been replicated in other areas of the company, who have admired the results we’ve achieved through the innovation center.”

In addition, the company created a knowledge sharing code for their time tracking system once project managers protested that they couldn’t spend time sharing knowledge since they had to account for every moment of their time. Over time, the company tracked and analyzed knowledge sharing by area.

Results

Today, the organization continues its knowledge sharing mission based on the foundation set with the initial learning strategy. While leaders explain that the process will continue as long as the need for adaptability and learning exist, they have significant wins from their efforts thus far.



Client Profile

Industry
Insurance

Division
Information Technology

Annual Budget
\$110 - 125M

Staffing Level
500 – 550 internal plus 100 – 250 supplementary staff

Key Responsibilities

- New technology development
- System architecture, management, and maintenance
- Provide value for technology investment

Strategic Goal
Build a workforce that shares knowledge, anticipates business needs, deploys new technologies effectively, and works as an integrated whole

Partnering Resources Solution

- Knowledge sharing assessment
- Information flow and feedback systems
- Knowledge sharing systems
- Innovation space