

# Knowledge in Action

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## Connection and Collaboration



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## What is Knowledge Management?

Systematic methods to enable information and knowledge to grow, flow and create value.

**KM is about creating a new work environment** where knowledge and experience can easily be shared... enabling individuals to benefit from and apply the collective knowledge.



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## Communities of Practice

Groups of people who come together to share and to learn from one another face-to-face and virtually.

They are held together by a common interest in a body of knowledge and are driven by a **compelling need** and a **passion** to share problems, experiences, insights, templates, tools, and best practices.

Community members **interact regularly** to deepen their knowledge.



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Drilling Best Practice	
Name	Consolidation by Paul Meek with input from Chris Arimah, John Johnson, John Crowther, John Redrup and Chris Lenamond
E-Mail	<a href="mailto:meek@dubai.anadrill.slb.com">meek@dubai.anadrill.slb.com</a>
Date Submitted	03-Sep-99
Categories	Deepwater, Deviated Wells, ERD, Geothermal, Horizontal Wells, HTHP, Multi-Lateral, Underbalanced, Vertical Wells
Practice Type	Schlumberger Best Practice
Keyword / Headline	Borehole Temperatures - Circulating and Static
Summary	Several different borehole temperatures can be measured or estimated. These are often used for a variety of purposes - for testing, cementing, and determining configuration for motors and downhole tools. Using the right temperature for the application is key. Taken from Tecnewsbb.



Drilling Best Practice – With Feedback	
Name	Consolidation by Paul Meek with input from Chris Arimah, John Johnson, John Crowther, John Redrup and Chris Lenamond
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Categories	Deepwater, Deviated Wells, ERD, Geothermal, Horizontal Wells, HTHP, Multi-Lateral, Underbalanced, Vertical Wells
Practice Type	Schlumberger Best Practice
Feedback	<p>From: <a href="#">Nelson Mohammed</a>  <a href="#">3-Feb-00</a></p> <p>We saw the same effect on Dieksand ERD project, with elevated temps causing unexpected motor failures. One of our action items was to note that DD's on the rig should be especially aware of cross-checking with MWD temperatures when specifying new or back-up motors to be sent to the job. Long, large hole sections drilled with PDC bits (as seen on most ERD projects) should be key indicators.</p>



**Tax policy and administration thematic group**

October/November 1998  
Public expenditure review  
Madagascar:

Should VAT (value added tax) be applied to medicines?

In the past:  
“We’ll get back to you”

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Within 72 hours...

Indonesia field office

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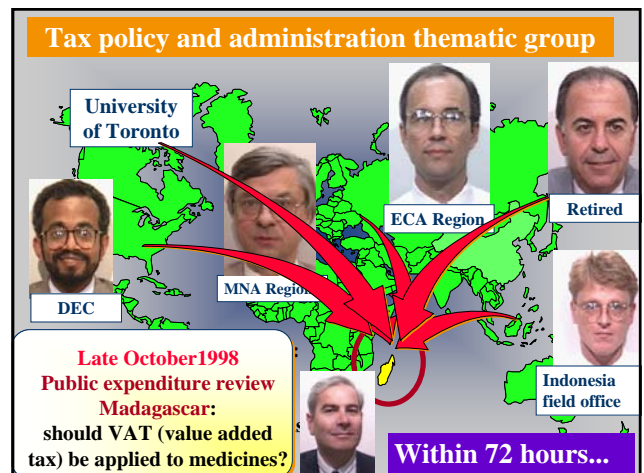
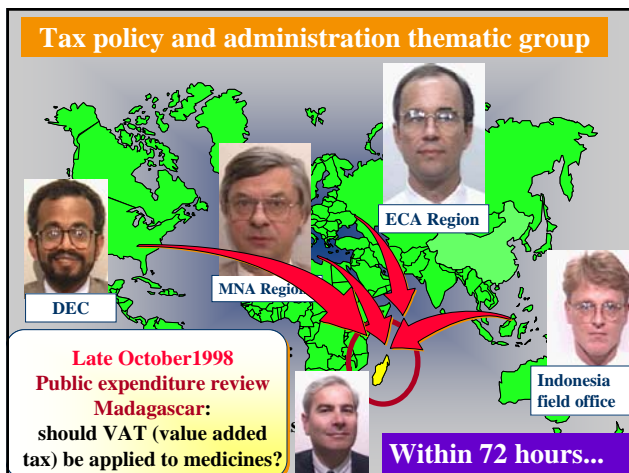
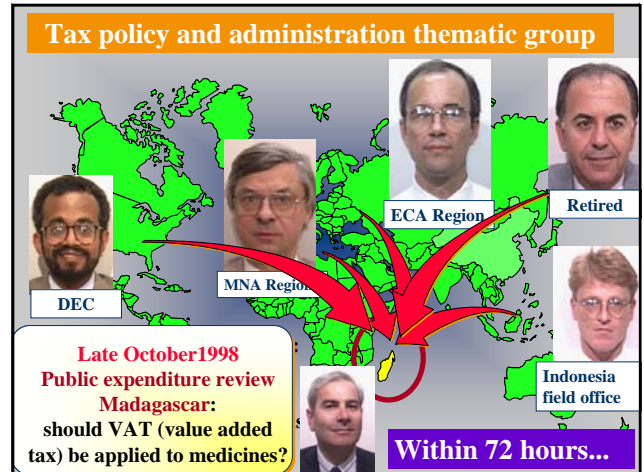
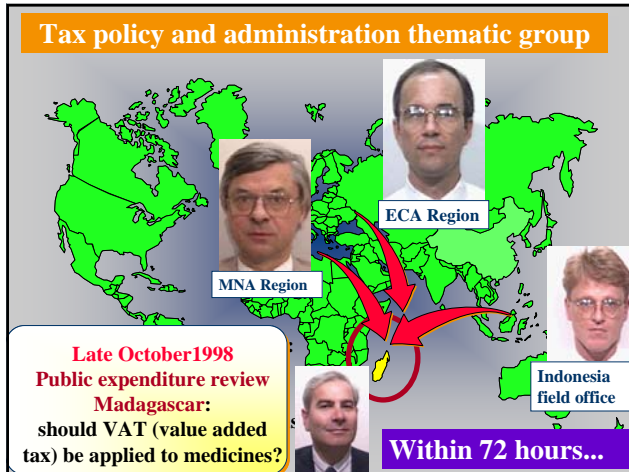
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Within 72 hours...

MNA Region

Indonesia field office




**Tax policy and administration thematic group**



The advice received shaped the Bank position as communicated to Govt, IMF and donors

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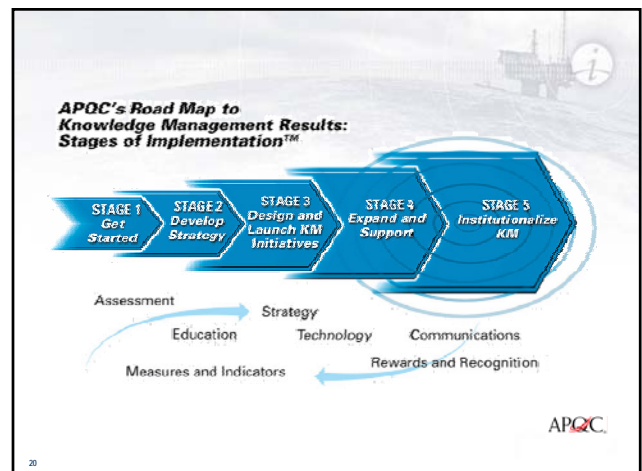


**In the new finance law, medicines are exempted from VAT**



What are the results?

- Find the information you need when you need it, any time, anywhere....  
...or find someone who knows ... and get the best advice available.
- Reduce costs by not repeating known mistakes.
- Increase speed, productivity and quality by sharing best practices.
- Identify and pursue innovative ideas.
- Increase personnel motivation.
- Accelerate time-to-competence of new personnel.
- Retain the knowledge of experienced personnel ... who are retiring, transferring, or moving on.



## Where Are You Now?

### 1. Get Started

- Have you created a rationale or a vision for exploring KM?

### 2. Develop Strategy

- Have you identified pilots that can achieve demonstrable business results and enlisted executive sponsorship?

### 3. Design and Launch Initiatives

- Have you launched pilots, Communities of Practice or a KM intranet site, with measures and indicators?

### 4. Expand and Support

- Do you have compelling business results from the pilots and are you engaged in an expansion or replication strategy?

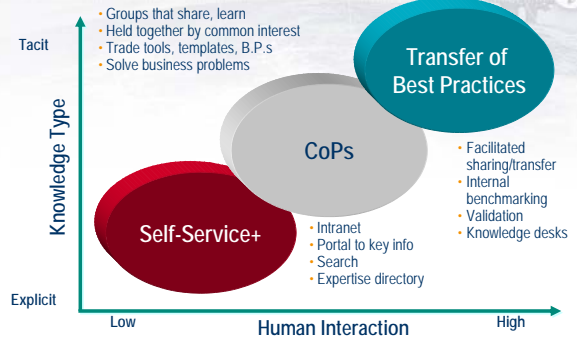
### 5. Institutionalize

- Is knowledge sharing the norm?

APQC

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## KM Approaches



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## Where Are You Now?



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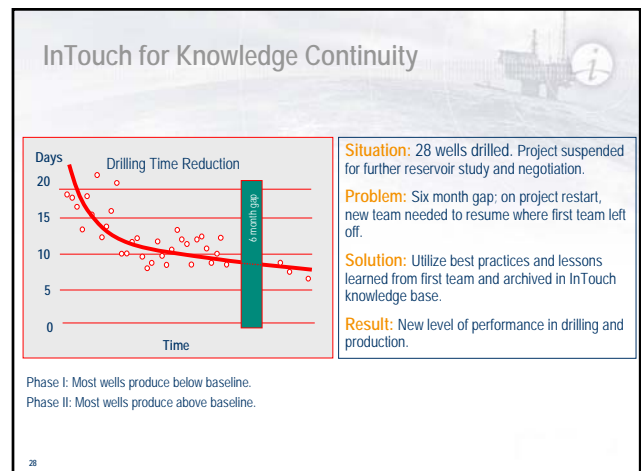
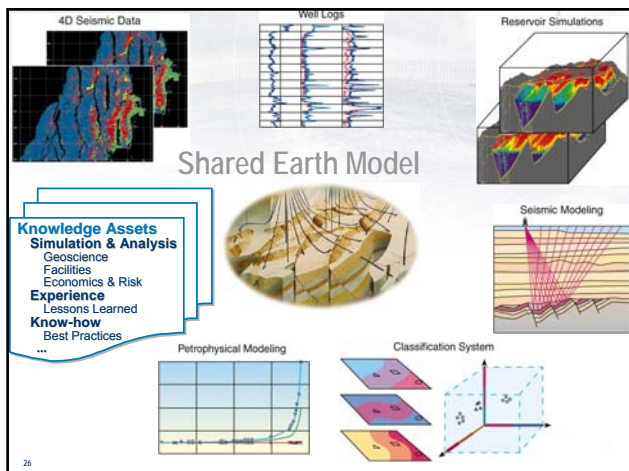
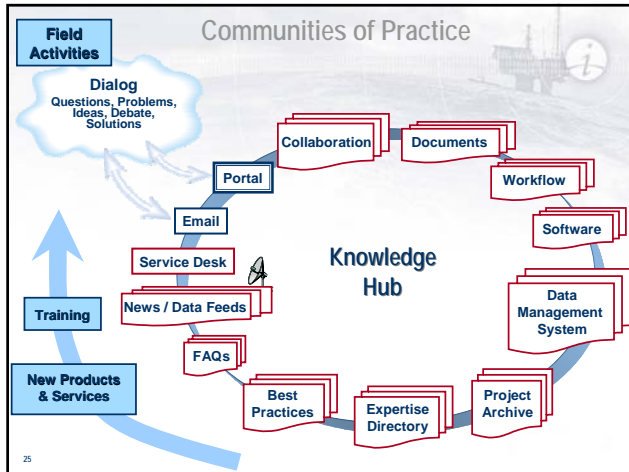
## Technology Changes Everything

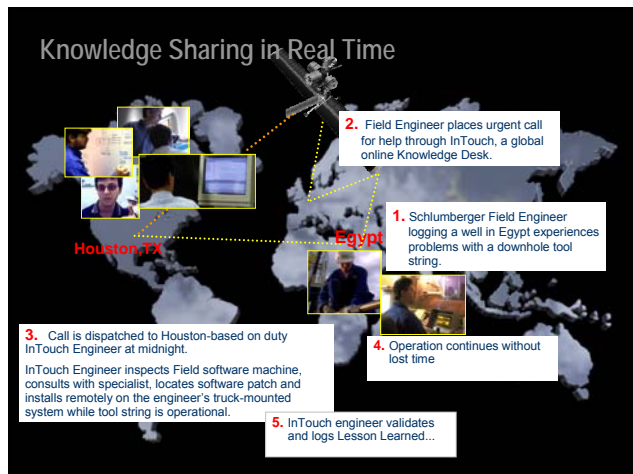
"If you want to teach people a new way of thinking, don't bother trying to lecture or instruct them. Instead, give them a tool, the use of which will lead them to new ways of thinking."

— R. Buckminster Fuller

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### Other Results

Company	Target Business Need Value Proposition	Approach	Technology	Results
Ford	<ul style="list-style-type: none"> <li>Operational excellence</li> <li>More affordable business structure</li> </ul>	<ul style="list-style-type: none"> <li>CoPs</li> <li>Best Practice Replication process (eBPR)</li> </ul>	<ul style="list-style-type: none"> <li>Enterprise portal</li> <li>Benchmarking</li> <li>Collaborative sites</li> </ul>	<ul style="list-style-type: none"> <li>&lt; 6 yrs., 15,000 ideas</li> <li>\$1.6B projected revenue from ideas</li> <li>\$1B+ realized revenue</li> </ul>
Cap Gemini Ernst & Young	<ul style="list-style-type: none"> <li>Faster revenue growth</li> <li>Lower cost</li> </ul>	<ul style="list-style-type: none"> <li>CoPs</li> <li>Central KM mgrs</li> <li>Content mgmt</li> </ul>	<ul style="list-style-type: none"> <li>Microsoft Platform and Exchange</li> </ul>	<ul style="list-style-type: none"> <li>10x growth in revenue with 5x more employees</li> </ul>
Best Buy	<ul style="list-style-type: none"> <li>Bring creative, new solutions to market faster</li> <li>Shorten learning curve</li> <li>Lower costs</li> </ul>	<ul style="list-style-type: none"> <li>CoPs</li> <li>Steering committee</li> <li>Design teams</li> <li>KM program office</li> </ul>	<ul style="list-style-type: none"> <li>Enterprise portal</li> <li>Skill-based people finder</li> <li>Community sites</li> </ul>	<ul style="list-style-type: none"> <li>Reduced customer request time</li> <li>Increased sales productivity</li> </ul>
IBM Global Services	<ul style="list-style-type: none"> <li>Revenue growth</li> <li>Industry leadership</li> </ul>	<ul style="list-style-type: none"> <li>CoPs</li> <li>Knowledge mgrs</li> <li>Intellectual capital mgmt system</li> </ul>	<ul style="list-style-type: none"> <li>Lotus Notes</li> <li>Raven</li> <li>Domino</li> </ul>	<ul style="list-style-type: none"> <li>400% increase in service revenue</li> <li>Time savings of \$24M in 1997</li> </ul>

### Oil & Gas Results

Company	Target Business Need Value Proposition	Approach	Technology	Results
Schlumberger	<ul style="list-style-type: none"> <li>Operational efficiency</li> <li>Service delivery</li> <li>Knowledge-sharing culture</li> </ul>	<ul style="list-style-type: none"> <li>Expert CoPs</li> <li>Service desks</li> <li>Knowledge portal</li> </ul>	<ul style="list-style-type: none"> <li>InTouch</li> <li>Knowledge Hub</li> <li>Bulletin Boards</li> <li>LDAP Directory</li> </ul>	<ul style="list-style-type: none"> <li>95% less time to resolve queries</li> <li>&gt;\$200M/yr revenue created or saved</li> </ul>
BP	<ul style="list-style-type: none"> <li>Innovate &amp; execute faster &amp; smarter than competitors</li> </ul>	<ul style="list-style-type: none"> <li>Networks (CoPs)</li> <li>Learning processes before/during/after</li> </ul>	<ul style="list-style-type: none"> <li>BP Connect</li> <li>Expertise Directory</li> <li>Intranet applications</li> </ul>	<ul style="list-style-type: none"> <li>\$260M/yr savings</li> <li>Refinery turnarounds</li> </ul>
Shell	<ul style="list-style-type: none"> <li>Operational excellence</li> <li>Create a single, global company</li> </ul>	<ul style="list-style-type: none"> <li>Global networks <ul style="list-style-type: none"> <li>Wells</li> <li>Surface</li> <li>Subsurface</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>SiteScape</li> <li>Discussion Forums</li> </ul>	<ul style="list-style-type: none"> <li>&gt;\$200M/yr savings</li> <li>Fewer wells needed</li> <li>Increased refinery uptime</li> </ul>
ChevronTexaco	<ul style="list-style-type: none"> <li>Operational excellence</li> <li>Reduce operating cost &amp; cycle time</li> <li>Growth</li> <li>Learning company</li> </ul>	<ul style="list-style-type: none"> <li>CoPs</li> <li>Facilitated transfer of best practices</li> <li>Knowledge portals</li> </ul>	<ul style="list-style-type: none"> <li>Microsoft Common PC Desktop</li> <li>Plumtree Portal</li> </ul>	<ul style="list-style-type: none"> <li>\$2.5B operating cost reduction</li> <li>10-40% drilling time reduction</li> <li>50% refining safety improvement</li> </ul>



**Knowledge Management is a contact sport**

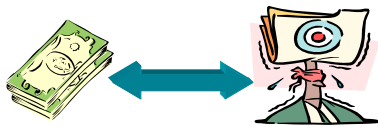
Be part of the knowledge network!  
Not a spectator ...



## Identifying Potential Projects

Start with the business strategy and the current state

- Identify big gain opportunities
- Identify the processes critical to achieving the strategy and suffering most from knowledge/information gaps
- Assess where there is valuable knowledge, but it is unused
- Build a value proposition for any project you propose

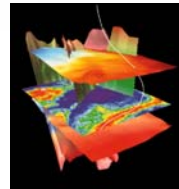


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## Knowledge Management Success

We know what we know ... and what we need to know

### Conversation between two project managers



**André:** In Paris, we just finished development of the new service for imaging fluid flow in horizontal wells. The insight of that new engineer who works for you in Houston was invaluable.

**Martha:** Glad to hear it. He saw on the intranet that your team was in need of assistance with computational fluid dynamics—and he has a Ph.D. in that area.

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## The Road Ahead



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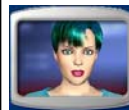
## Knowledge Management Success

Apply everywhere what we learn anywhere

### Conversation between two Solution Engineers



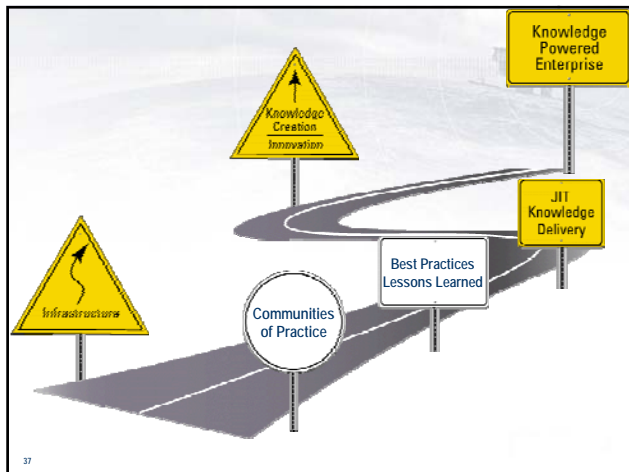
**Eduardo:** We just negotiated a data management contract in Chile. By learning from the work you did on the German contract, we saved time and reduced risk.



**Silke:** Good. Moreover, on the Knowledge Hub, we have access to the current portfolio of services with all details about available systems and products to sustain them.

**Eduardo:** And we can find the best experts for specific questions about those systems and products.

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## Knowledge Sharing Incentives & Recognition

**Personal Motivation**

- Reduced time / effort for job preparation
- Best performance → enhanced client relationship
- Reduced stress through better planning & execution
- Being on the leading edge

**Community Recognition**

- Visibility: Name in the News  
Leaving a Legacy

**Management Recognition**

- Objectives, Appraisal, Career Progression

**Knowledge Sharing** - Shares own knowledge, learns from others and applies knowledge in daily work. Open to new ideas and continuous learning.

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## Knowledge Sharing Barriers...

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## Critical Success Factors

**Focus**

- Link with a business need, opportunity, or core value

**People**

- Line Management: Recognize successes & ask questions
- Dedicate resources ... *Knowledge Desks, Expert Communities*
- Align: Make part of daily work & standard performance appraisal process
- Change Management (business / organizational change) & Training

**Process**

- Help
- Sharing & Reuse ... *Capture, Validate, Classify, Disseminate, Use ... Measure*

**Content**

- High-quality, relevant & trusted ... *regular maintenance*

**Technology**

- Essential enabler ... *secure, integrated, easy-to-use ... regular maintenance*
- Game changer ... *telegraph to e-mail to web ... onboard knowledge*

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