Lessons learned introducing new knowledge sharing tools

Cultural change issues encountered that could be carried over to facilitating sharing of lessons learned

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DLR, Project Management Support Unit & Knowledge Management
Agenda

1. Knowledge Management & Lessons Learned @ DLR
2. Case study: Implementing and the human factor
3. Hints and Tips for Implementing Lessons Learned in an Organization
Research Center
&
German Space Agency

Aeronautics  Space  Energy  Transport
Why knowledge management at DLR?

- Fluctuation of employees
- Lessons learned have to be used in following projects
- Better risk information in third-party funded projects
- Many IT-silos for information (E-Mail, SAP, Intranet,...), no mashup
EIWIs Concept

efficient knowledge creation

goals

socialization

transparency

actions

Knowledge-sharing meetings

People’s directory

Optimized search function

introducing process for new employees

Knowledge transfer for leaving employees

DLR-Wiki

MeinDLR

Project-database
Improved Lessons Learned Process

Knowledge capturing
- Project manager interview
- Workshop
- Summarise results
- LL-document

Project reporting

Use of Knowledge
- Activities in similar projects
- Transfer in project network, project database
- Final discussion with client/contractor and project manager

Monitoring, Supervision, Coaching, Workshops, Documentation, Abstraction

LL Document management, IT-solution
The concept (Don’t go like a bull at a gate)
Killer Phrases

Yes, but... It already exists! Our customers won’t like that! WE DON’T HAVE TIME... NO! It’s not possible... It’s too expensive! Let’s be realistic... That’s not logical... We need to do more research... THERE’S NO BUDGET... I’m not creative... We don’t want to make mistakes... The management won’t agree... GET REAL... It might work in other places but not here... It’s not my responsibility... It’s too difficult to master...
The Transition Curve: How Attitudes & Feelings Change

Confidence vs. Time

- "I'm not sure I know what's going on"
- "I feel overwhelmed"
- "I can handle this"
- "S/he really made the effort to help us implement this change"
- "This way is more effective"
- "This could be a better way of doing it"
- "Actually, things might get better"
- "We can't do this. It won't work. We're not allowed"
Why Lessons Learned?
Success stories, side effects and supporters
Hints and Tips: Have time to initiate

- Communicate
- Get Promoters (board members, leaders, power users)
- Convince Stakeholders
- Ask your employees
- Test your system

Explain:
- Levels, goals, and strategies,
- Measurement system,
- Sequence of steps,
- Implementation and organizational change
Stages of Individual Behaviour Change

1. Awareness of desired change
   - “Yeah, I saw the memo”

2. Understanding of change direction
   - “I understand where we need to go”
   - “I know how we need to do our jobs differently”

3. Translation to the work setting
   - “This is the way we do things here”
   - “OK, I’m ready to do it the new way”

4. Commitment to personal change
   - “This is the way we do things here”

5. Internalisation of new behaviour
   - Significant involvement needed
   - Information with some involvement sufficient here

Increasing Commitment
Was forschst Du?
10 Minuten für Dein Projekt!
Getting it on the road - Hints

<table>
<thead>
<tr>
<th>Key Features</th>
<th>Implications</th>
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<td>• It wins emotional and intellectual support</td>
<td>• Develop clear engagement / involvement strategies</td>
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<td>• It models and reinforces the new way of working</td>
<td>• Accomplished and accepted before, during and after implementation</td>
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<td>• It puts significant investment into communications</td>
<td>• Communicate from the very start of the project</td>
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<td>• It creates experiences that shape future behaviour</td>
<td>• Align and engage all levels of management behind the change</td>
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<td>• It aligns all the dimensions of management behind the change</td>
<td>• Allow for processing resistance and conflict – natural during change</td>
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<td>• It releases talent, creativity and ingenuity – often in unexpected ways</td>
<td>• Provide processes that emotionally support people through all parts of the change</td>
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<td>• The tools have a good quality, ergonomics</td>
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Quality x Acceptance = Support
## Getting it on the Road - Tips

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Picture</th>
<th>Plan</th>
<th>Part</th>
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<tr>
<td>• Explain the basic purpose behind the outcome&lt;br&gt;• ‘What was the problem?’&lt;br&gt;• Who said so and on what evidence?&lt;br&gt;• What would have occurred if no one had acted to solve it?&lt;br&gt;• What could have happened to us if that had occurred</td>
<td>• Paint the picture of how the outcome will look and feel&lt;br&gt;• What is the outcome going to look, feel and sound like?&lt;br&gt;• How are people going to get their work done and interact with each other?&lt;br&gt;• How will a day be organised?</td>
<td>• Lay out the plan for phasing in the outcome&lt;br&gt;• Outline steps and schedules in which people will receive information, training &amp; support they need to make the transition&lt;br&gt;• People oriented to tell employees how and when their worlds are going to change.</td>
<td>• Establish each person’s part in both the plan and the outcome&lt;br&gt;• Show employees the role &amp; their relationship to others. Until they see it they can’t adjust hopes &amp; fears to the new reality&lt;br&gt;• Show employees what part they play in the outcome &amp; the transition process</td>
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Lessons from Stone Age:

TEST INSTITUTE
Stone & Stone

Youtube, www.Idee-ade.de
“Join us for the InternationTrack, where you and your collaborators can tell YOUR STORY together. Think of a complex situation in a project that turned out to be a real challenge. Your collaborators may also attend via video conference to make an own contribution.

Join us to talk about further individual project topics in the Project Track – or join us to take up new food for thought as a listener.

Let us know your different point of views and share your lessons learned.”

- Information/ registration: [https://dlr-epmf.meetingmasters.de/](https://dlr-epmf.meetingmasters.de/)
- Deadline for abstract submission: **April 15th 2013**
- Registration Fee: for non DLR attendees: 190.-€
- Contact: Sabine Riek  epmf2013@dlr.de
Any questions?