



THE 21ST INTERNATIONAL
OPERATIONS & MAINTENANCE
CONFERENCE IN THE ARAB COUNTRIES

Capability Building of the Knowledge and Expertise

Dr. Adel Al khalifah

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Take Aways

- ✓ **What is Knowledge?**
- ✓ **Why Knowledge Transfer is Important**
- ✓ **When Knowledge Transfer Occurs**
- ✓ **Knowledge Transfer Process**
- ✓ **Considerations**



What is Knowledge?

knowledge require different approaches to learning and development.

Knowledge can be broken down into two primary types:

- 1- Explicit knowledge
- 2- Tacit knowledge

Explicit knowledge: is formalized knowledge that can be clearly recorded and documented.

Often organizations are committed to do this through training.

It is easy to articulate, communicate, and store.

Tacit knowledge is personal knowledge embedded in individuals from their experiences

Tacit knowledge can be the most precious source of knowledge.



The CHALLENGE

Knowledge could be described as a floating iceberg.

Explicit knowledge is the tip of the iceberg seen on top of the water.

It's easy to access and clearly recorded.

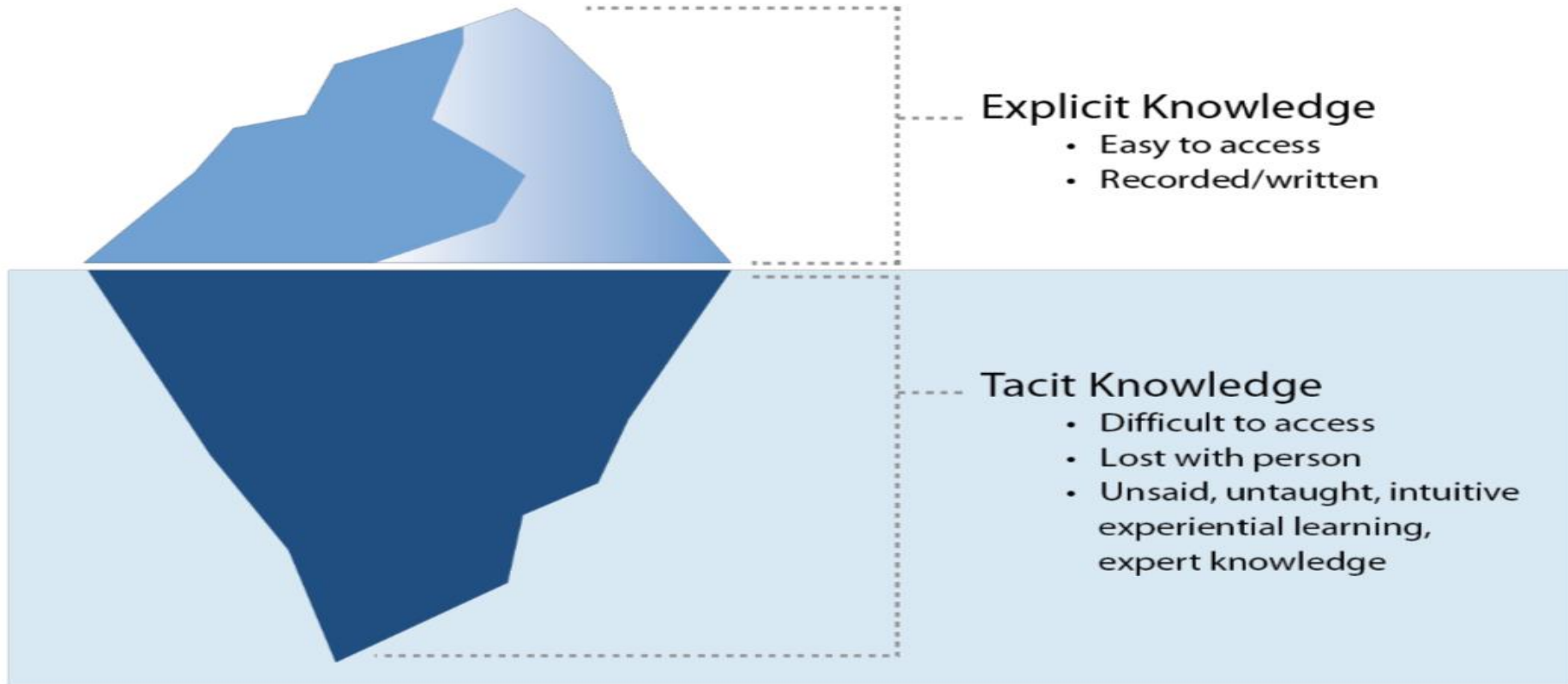
Tacit knowledge is the bottom of the iceberg.

that's deeper and larger than the tip, yet not visible on the surface.

it's often developed through individual experience.

Tacit knowledge is lost when the knowledge holder leaves the organization unless an effort is made to capture and transfer this knowledge.

Knowledge Types



Explicit VS TACIT

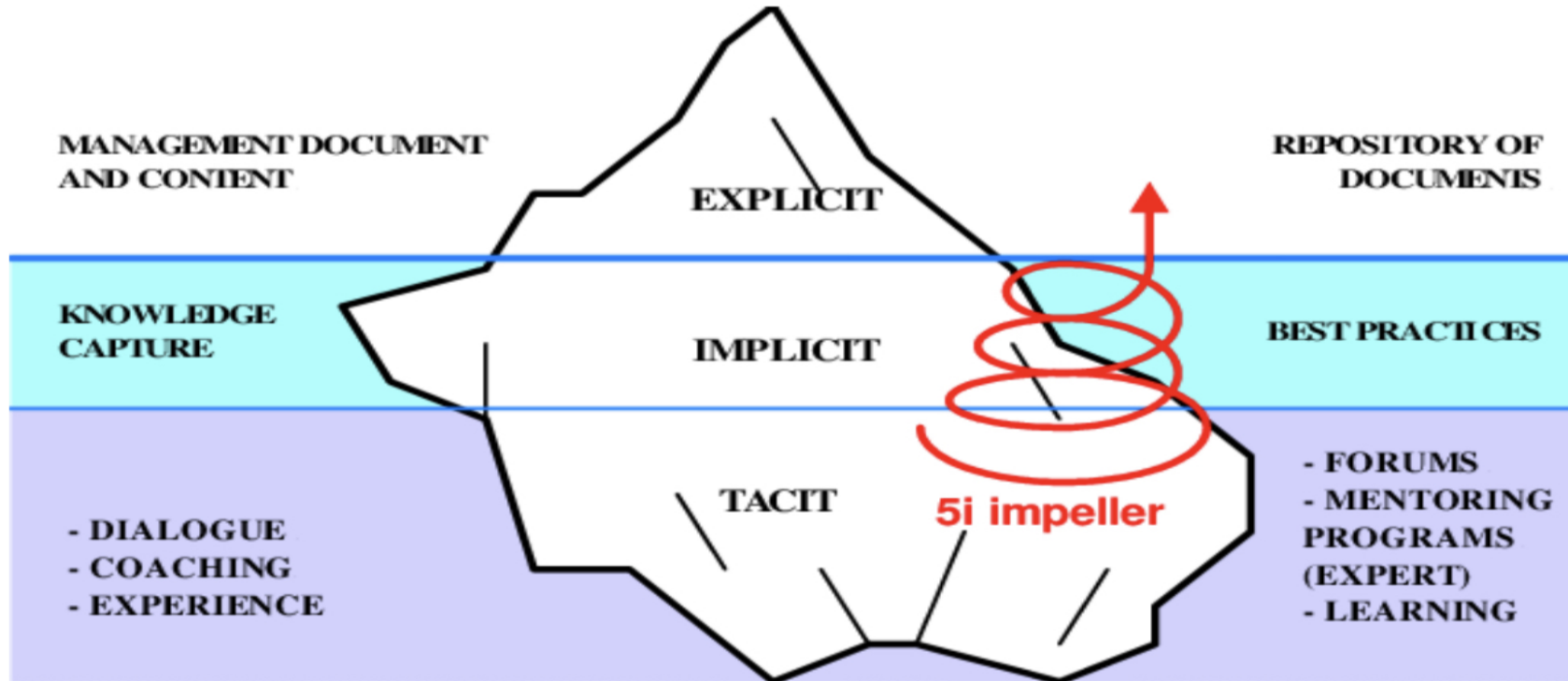


Figure-1



Knowledge Transfer is Important

Knowledge transfer plays an important role in succession management, operational excellence, and the ongoing success of an organization.

The benefits of knowledge transfer include:

- Timely identification of knowledge areas at risk
- Identification of knowledgeable experts
- Streamlined onboarding
- Reduced time from hire to productivity
- Consistent standards and approach to business delivery



When Knowledge Transfer Occurs

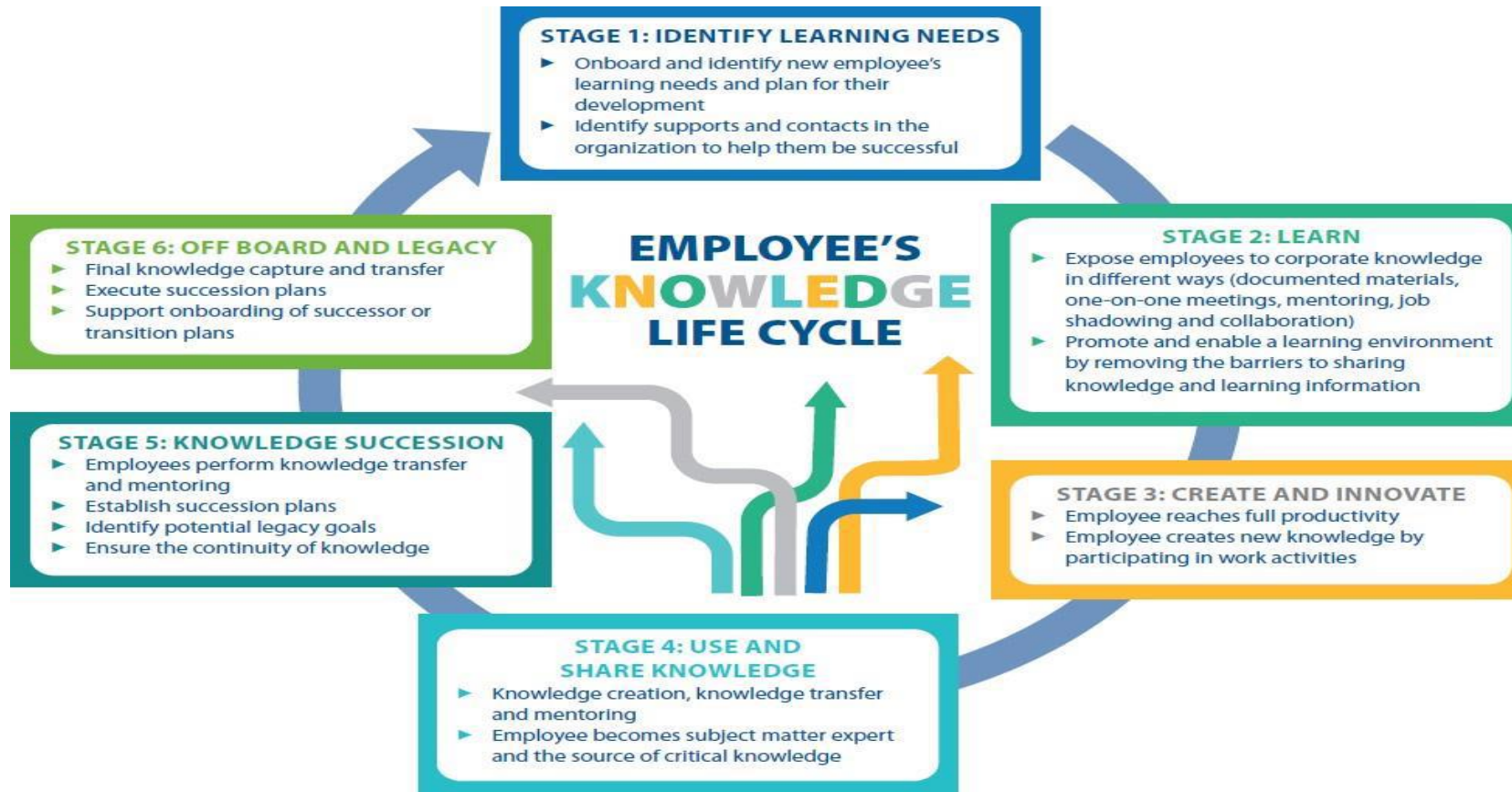
Knowledge transfer can happen across company divisions, among team members.

Company events and training.

will help everyone get the right support for knowledge transfer.



When Knowledge Transfer Occurs





Employee's Knowledge Life Cycle

1

Identify Learning Needs

- ✓ On board and identify new employee's learning needs and plan for their development.
- ✓ Identify supports and contacts in the organization to help them be successful.



2

Learn

- ✓ Expose employees to corporate knowledge in different ways (documented materials, one-on-one meetings, mentoring, job shadowing and collaboration).
- ✓ Promote and enable a learning environment by removing the barriers to sharing knowledge and learning information.

S M E

Subject Matter Expert

Knowledge creation
Knowledge transfer
Mentoring

**Employee becomes subject matter expert
and the source of critical knowledge**



- ✓ **Employees Perform knowledge transfer and mentoring.**
- ✓ **Establish Succession plans.**
- ✓ **Identify potential legacy goals.**
- ✓ **Ensure the continuity of knowledge.**





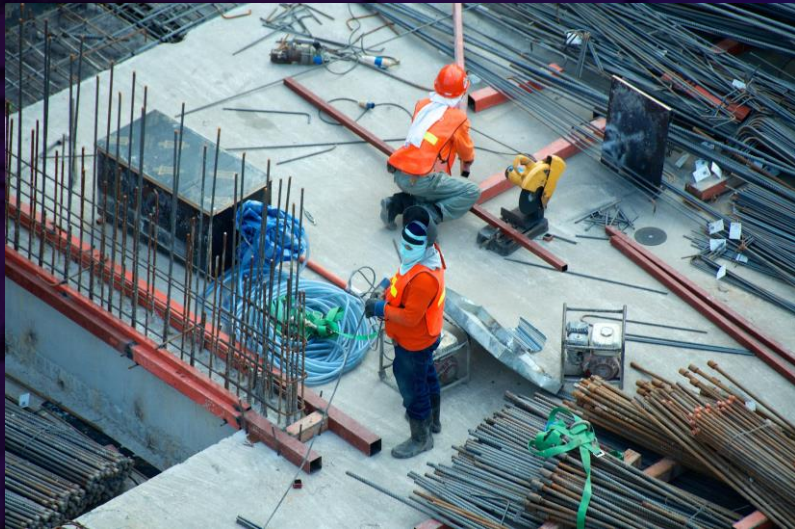
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OFF BOARD AND LEGACY

- ✓ **Final knowledge capture and transfer**
- ✓ **Execute succession plans**
- ✓ **Support onboarding of successor or transition plans.**



Knowledge Transfer Process



can be done in a variety of different ways.





While the specifics may differ from situation to situation, the general knowledge transfer process has four phases:

- Identify
- prioritize
- capture and transfer
- share and store

Knowledge Transfer Process

KNOWLEDGE TRANSFER PROCESS



IDENTIFY	PRIORITIZE	CAPTURE AND TRANSFER	SHARE AND STORE
<ul style="list-style-type: none"> • Understanding the knowledge required to do the work • Identifying knowledge of value that should be transferred 	<ul style="list-style-type: none"> • Assessing the risk of losing knowledge • Prioritizing knowledge to be captured and transferred 	<ul style="list-style-type: none"> • Determining the best approach(es) to capture and transfer the knowledge • Capturing and transferring the knowledge • Following information security and privacy guidelines 	<ul style="list-style-type: none"> • Keeping information up-to-date • Organizing information so it is easily found and readily available • Sharing information broadly while ensuring information security and privacy 

Identify

- 1- Understand the Knowledge requirement to do the work.**
- 2- Identify knowledge of value that should be transferred.**





Prioritize

- 1- Assessing the risk of losing knowledge
- 2- Prioritizing knowledge to be captured and transferred.





Capture and transfer

- 1- Determine the best approaches to capture and transfer the knowledge.**
- 2- Capturing and transferring the knowledge.**
- 3- Following information security and privacy guidelines.**





Share and Store

- 1- Keep information up-to-date**
- 2- Organizing information, so it is easily found and readily available.**
- 3- Sharing information broadly while ensuring security and privacy.**





Considerations

The best approach for knowledge transfer

- 1- Depend on the skill or knowledge being transferred.
- 2- The time and resources available.
- 3- The number of people involved.
- 4- The preferences of the people involved.

combination of approaches is often beneficial for knowledge holders and receivers





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