Knowledge Management for Project Success

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Our name is our mission: Transforming Business Operations

TBO brings together great people, who blend tested strategies with innovation, developing customized approaches to enable critical customer success.

Our Service Lines:

- Project Management
- Organization Change Management
- Business Analysis
- Process Analysis
- Project Communications
- Knowledge Management & Knowledge Transfer
- Training
An Introduction

Two key questions before we get started:

1. Are you a leader who wants to make a difference?
2. Would you like to tap into the simplest way to optimize projects:
   a. Align with intended project scope and meet client requirements?
   b. Deliver on time?
   c. Deliver within project estimate?

Throughout this talk, we’ll be tapping into the power you have to make this all happen!
Today’s Session:
Knowledge Management for Project Success

We will talk about….

• This ‘Secret Sauce’ in optimizing Project teams
• That Secret Sauce = Effective Knowledge Transfer
Today’s Session: Knowledge Management for Project Success

We will cover:

• Key findings to support the ‘Secret Sauce’
• The two critical components of effective knowledge transfer that you have the power to control
• Conversation about REAL knowledge transfer efforts: Stories from me and stories from you
• Questions and Answers
Effective Knowledge Transfer:  
Key Findings to Support the Impact

Per PMI Research, Effective Knowledge Transfer *significantly* contributes to Effective Project Delivery

<table>
<thead>
<tr>
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<th>Organizations most effective at knowledge transfer</th>
<th>Organizations least effective at knowledge transfer</th>
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<tbody>
<tr>
<td>Percentage of projects meeting original goals / business intent</td>
<td>82%</td>
<td>62%</td>
</tr>
<tr>
<td>Percentage of projects completed on time</td>
<td>74%</td>
<td>42%</td>
</tr>
<tr>
<td>Percentage of projects completed within budget</td>
<td>75%</td>
<td>48%</td>
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*Source: PMI Pulse Report – March 2015*

“Capturing the Value of PROJECT MANAGEMENT Through Knowledge Transfer”
How can Effective Knowledge Transfer really help? Let’s Break this Down….

**The Basics**: How does a Project Manager and their team*:

- Meet intended project scope and meet client requirements?
- Deliver on time?
- Deliver within project estimate?

*Note*: In general, we are referring to both waterfall and agile projects; i.e., stage gated projects or sprints of client requirements.
How can Effective Knowledge Transfer really help? Let’s Break this Down….

**The Basics:** How does a Project Manager and their team:

- **Meet intended project scope and meet client requirements?**
  Through… *
  - Defining those requirements, clearly, before work is started
  - Ensuring each member of the team knows their required contribution

- **Deliver on time?**
  By accurately defining how long it will take the team to deliver their requirements.

- **Deliver within project estimate?**
  By accurately defining total cost for the team to deliver their requirements: all resource costs.

*Note*: Performance management against objectives has been taken out of this scenario to simply the discussion.
How can Effective Knowledge Transfer really help? The Two Critical Components

**Question:** What would aid a Project Manager and their team in more accurately defining their scope and customer requirements, and the related schedule and cost?

**Answer:** Relevant, quality insight and experience from other Project Managers and team members.

Specifically, the two critical components we are seeking:

1. **Quality Focused Content**
2. **Targeted at the Right Audience**
What do you have Power to Control? Choosing Quality over Quantity

Question: What would mark \textbf{success} to you?
Answer: Finding insight that was:
• Clearly applicable to you and your project
• Easy to understand
• Easy to apply
• Clearly added value

Examples:
1. Something specific to a client’s general processes, expectations and way of doing things.
2. Certain bugs you have encountered in the past that may be relevant
3. Actual time taken or costs experienced for similar work

\textbf{Success} = True, \textit{valuable} content

\textbf{vs.} “Hints” at insight
Let’s Break this Down…. Which most fairly represents your Team?

A. One group, with all the same discipline, accountable for the same things.

or

B. A multi-disciplinary group with varying accountabilities?

Let’s take 5 minutes to discuss with folks beside you
What do you have Power to Control?
Target Sharing to the Varying Disciplines in your Team

Share in a targeted and defined way:

Specific (Quality) nuggets shared to specific audiences

Not *single* project-wide sharing
Not *one* perspective:

*Multi*-discipline / *Multi*-perspective:
Current EKT Efforts?

• What is your team doing now to capture insight from project work?
  ▪ Retrospects?
  ▪ After action reviews?
  ▪ Peer Assists?

• Is that insight effectively fed back into the next project or set of client requirements?

• Does the insight have to be a perfect ‘match’ to help?
Basics of Knowledge Management
The ‘No Re-invention of Wheels’ Rule

A key question:
What is it about us that makes us want to ‘start work’ right now, rather than to ‘discover’?

- Discover and Adopt
- Discover and Adapt
- Develop and Share
What do you have Power to Control?
Ensuring Capability Exists

Someone in the PMO should be accountable and fully equipped for leading the following, across the projects in the PMO:

1. **Identifying** knowledge that is *relevant and valuable*
2. **Capturing** and retaining that knowledge
3. **Sharing** that knowledge with others
4. **Applying** transferred knowledge
5. **Assessing** the value or benefits of specific knowledge

*Source: PMI Pulse Report – March 2015*
“Capturing the Value of PROJECT MANAGEMENT Through Knowledge Transfer”
Healthy Culture
Critical to support Effective Knowledge Transfer

Three levels of healthy culture are necessary for effective knowledge transfer in for a project team:

• Level 1
  - Executive level; champions for the Project Managers and Project Management Network
• Level 2
  - Project Manager level; culture among peers
• Level 3
  - Project team level; culture from Project Manager to team
Effective Knowledge Transfer Stories
Let’s Hear from the Audience

Knowledge sharing that has helped you??

- A successful project passing along insight to the next project

- A less than successful project, **bravely** sharing for the good of all

- Other?
Key Questions

• **New or No PMO**
  - How do I start? Effective Knowledge Transfer is a key business reason to start up a PMO.
• **Existing PMO**
  - How do I assess / recover if needed?

Where is *your* PMO / project group in this process?
Questions and Answers
Take-Aways

- What is on your mind?
- What is one thing you feel challenged to do differently, based on this talk?
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