Knowledge Transfer Program

NSA Knowledge Transfer Program
Chary Izquierdo, Director
Knowledge Transfer Challenges

Preference Diversity:
Learning, Teaching, Sharing, Trusting, Privacy, Formality

MILLENNIALS
AGE 17 19 21 23 25 27
DECADE 10’s
REF GWOT
PTS Web 2.0

GEN X
AGE 29 31 33 35 37 39 41 43 45 47
DECADE 00’s
REF 9/11
PTS Y2K

BABY BOOMERS
AGE 49 51 53 55 57 59 61 63 65 67 69 71
DECADE 90’s
REF Peace Div
PTS R.O.W.

SILENT
AGE 71
DECADE 80’s
REF Almighty A
PTS Evil Empire

Projected To 2011

Allegiance
INFO/INDUSTRIAL AGE GAP
A BRIDGE TOO FAR?

Purge Old Think
RETRAIN WISDOM

Big Red Blob

9/11
Y2K

GWOT

Web 2.0

Evil Empire

Litigation

Viet Nam

Oversight

Peace Div

R.O.W.
It’s About the People (U2) Not IT
Demands Personal Transformation

Link
IM
Forum
Email
Blog
Wiki

Class
Phone
Meeting
Memo
Log
QC
Knowledge Transfer Program

Objectives

- Prioritize Transfer Needs
  Reject Old Think, Ignore Zero Risk

- Map Knowledge Assets
  Find Key Players, Links, Attributes

- Capture To Access
  Document, dBase, use Web 1.0, but Favor IC Web 2.0

- Enculturate
  Network, Mentor, but Demand IC Social Software

- Balance Asset Investments
  Be Fiduciarily Accountable, Study Quarterly
Knowledge Network Analysis

Self-aware, Net-centric, Systems Approach

- Decision Aid with Metrics
- Work Performance Network Displays
- Knowledge Gain/Loss Assessments
- Prioritized Transfer Needs
- Homophily-based Mentoring
- Best Capture Methods
- Recognizes Sharers, Collaborators, and Likely Successors
- Leverages Corporate Knowledge
- No Outside Help Needed (Easy, Quick, Cheap)
- Shows Employees Are Valued
To Learn More, Stand on Shoulders

Read

- MILLENNIALS RISING, DEEP SMARTS, WORLD IS FLAT, MEDICI EFFECT, WORKING KNOWLEDGE, SPRINGBOARD, BLINK, HIDDEN POWER OF SOCIAL NETWORKS and
- Online Works blogs, wikis and other Web 2.0 applications

Relate

- Google for Knowledge, Discover & Join Blogospheres
- Collaborate via Wikis (WikiInfo, Intellipedia) Thank Gardeners
- Blog on JournalNSA and Intelink, Make Your Wisdom Accessible
- BE BOLD: Speak Out, Talk Back, Link & Rate Others Online
- Seek Millennial Work Force Help, Accept/Meet Their Needs

Remember

- Collaboration is a Social Art, The Net Is Just The Platform
- Need Help? **443-479-8998, rmizqui@nsa.gov** or Intellipedia: IT’S THE SOCIAL NETWORK THAT MATTERS
Knowledge Network Analysis

NSA Knowledge Transfer Program
Chary Izquierdo, Director
A Special Blend
Implicit Approach, Explicit Results

SOCIAL NETWORK ANALYSIS

KNOWLEDGE NETWORK ANALYSIS

SOCIAL ACTION RESEARCH
DIRNSA Requested Pilot

**Purpose**

- Demo Utility of SNA for Internal NSA
  Tacit & Implicit Knowledge Transfer

**Resources**

- Interview Time
- UCINet/NetDraw License

**Initial Steps**

- Sought Key Knowledge Set Need
  Leaders Could Not Name It, But Could Name Go-to People
KNA Pilot Process (SNA + SAR)

Gathered Snowball-sample, Inter-subjective Data
- Who Do You Go To For Work Knowledge?
- Verified Notes In Writing

Captured Bi-Modal Data In EXCEL
- People with Attributes & Expertise Nodes
- P to P & P to E Links

Used UCINet/NetDraw For Analysis & Display
- Quantified Attributes, Characteristics
- Mapped Performance Network

Validated Results With Interviewees
- Sought & Accepted Display Interpretations
- Collaboratively Got Insights, Recommendations
Many Orgs in DFM Knowledge Net
“Go To” People, Sized By In-Degree

Interviewed
Not Interviewed
Knowledge Sought

People
Expertise

Monitoring Activity - Watch

Monitoring Activity – Watch Digger
Results

Mapped High-Performance Cross-Org Net
Key Knowledge Set Defined
  - 119 Expertise Areas, Majority NSA Specific
Confirmed & Denied TD’s Perspective
  - Others Key Too, 1 Gone Still Sharing, 1 Tactical
Recreated Work Role & Career Dev Training
  - New Cryptologic Acquisition Field Expanded
  - Basic, Journeyman, Master Levels

Found, Mitigated Knowledge Loss Risk
  - Rehired Lost Key Player, Retained Knowledge
  - Successor Named, Self-Formed Mentor Pair

Improved Cross-Org Mgmt Collaboration
Pilot Conclusion

KNA is POWERFUL!

- Exposes/Measures Collaboration
- Defines Key Knowledge Content
- Discovers Best at Sharing
- Confirms And Denies “Bias”
- Identifies Specific Loss Risks
- Informs Risk Mitigation
- Suggests By Name Succession
Next Steps

Teach diy KNA Or Provide KNA Service
- Start With Work Performance, Go-to’s
- Use SAR To Gather Data, Interpret Results
- Use SNA To Measure, Visualize Network

Enable Web 2.0 Use
- Overarching (Remedial) Education Strategy
- Proselytize, Gain Converts Thru Good Works
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