

Knowledge Transfer Program



NSA Knowledge Transfer Program
Chary Izquierdo, Director

Knowledge Transfer Challenges



Preference Diversity:

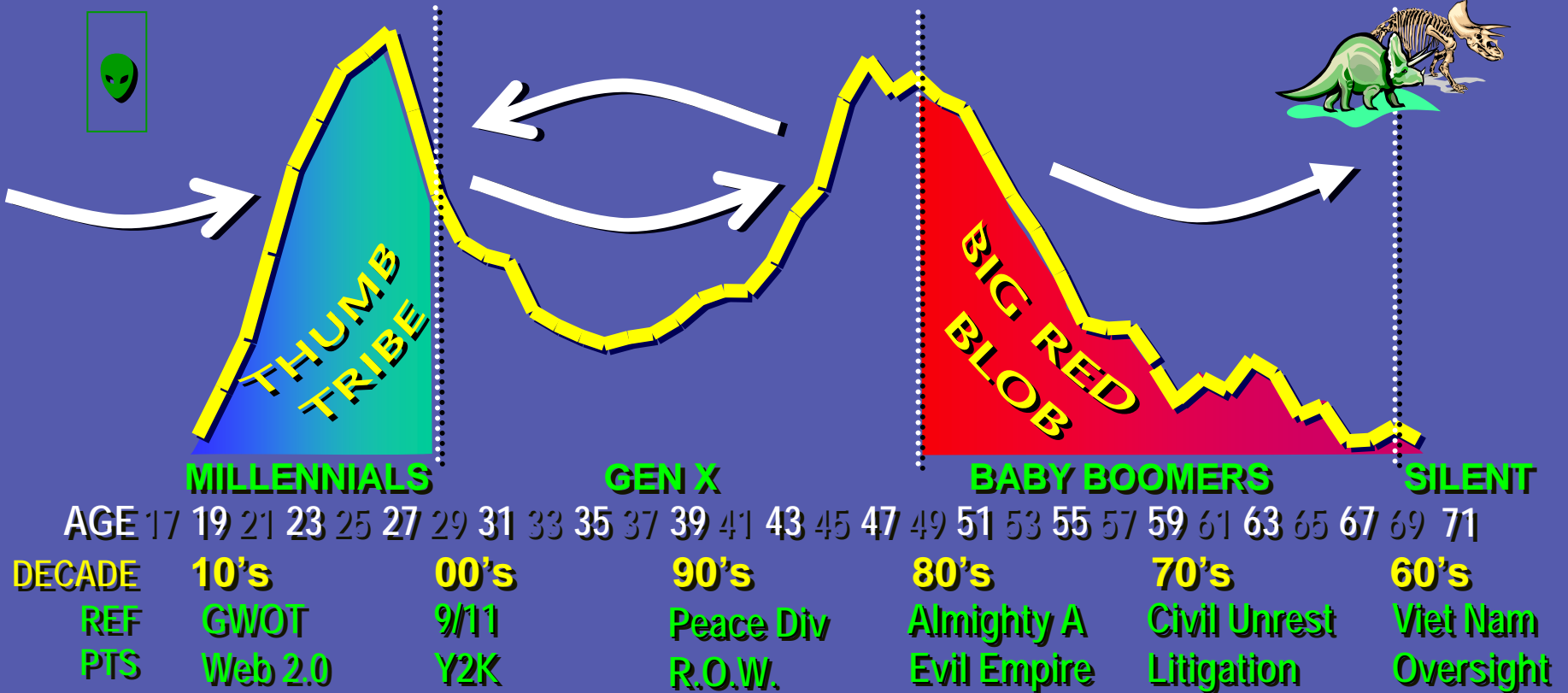
Learning, Teaching, Sharing, Trusting, Privacy, Formality

ALIEN



INFO/INDUSTRIAL AGE GAP
A BRIDGE TOO FAR?

PURGE OLD THING
RETAIN WISDOM



Projected To 2011

It's About the People (U2) Not IT Demands Personal Transformation



Link
IM
Forum
Email
Blog
Wiki

Class
Phone
Meeting
Memo
Log
QC

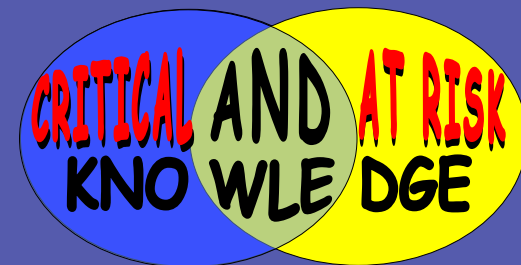


Knowledge Transfer Program Objectives



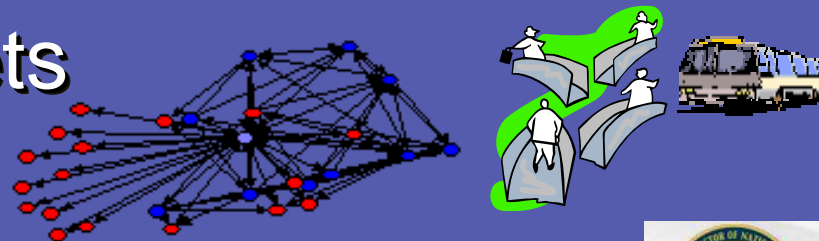
➤ Prioritize Transfer Needs

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



Intellipedia

➤ Enculturate

Network, Mentor, but Demand IC Social Software



IC ☺ friendster.
se.NSA.tion

➤ Balance Asset Investments

Be Fiduciarly 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 (WikilInfo, 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



A Special Blend

Implicit Approach, Explicit Results



**SOCIAL
NETWORK
ANALYSIS**



**SOCIAL
ACTION
RESEARCH**

**KNOWLEDGE
NETWORK
ANALYSIS**



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

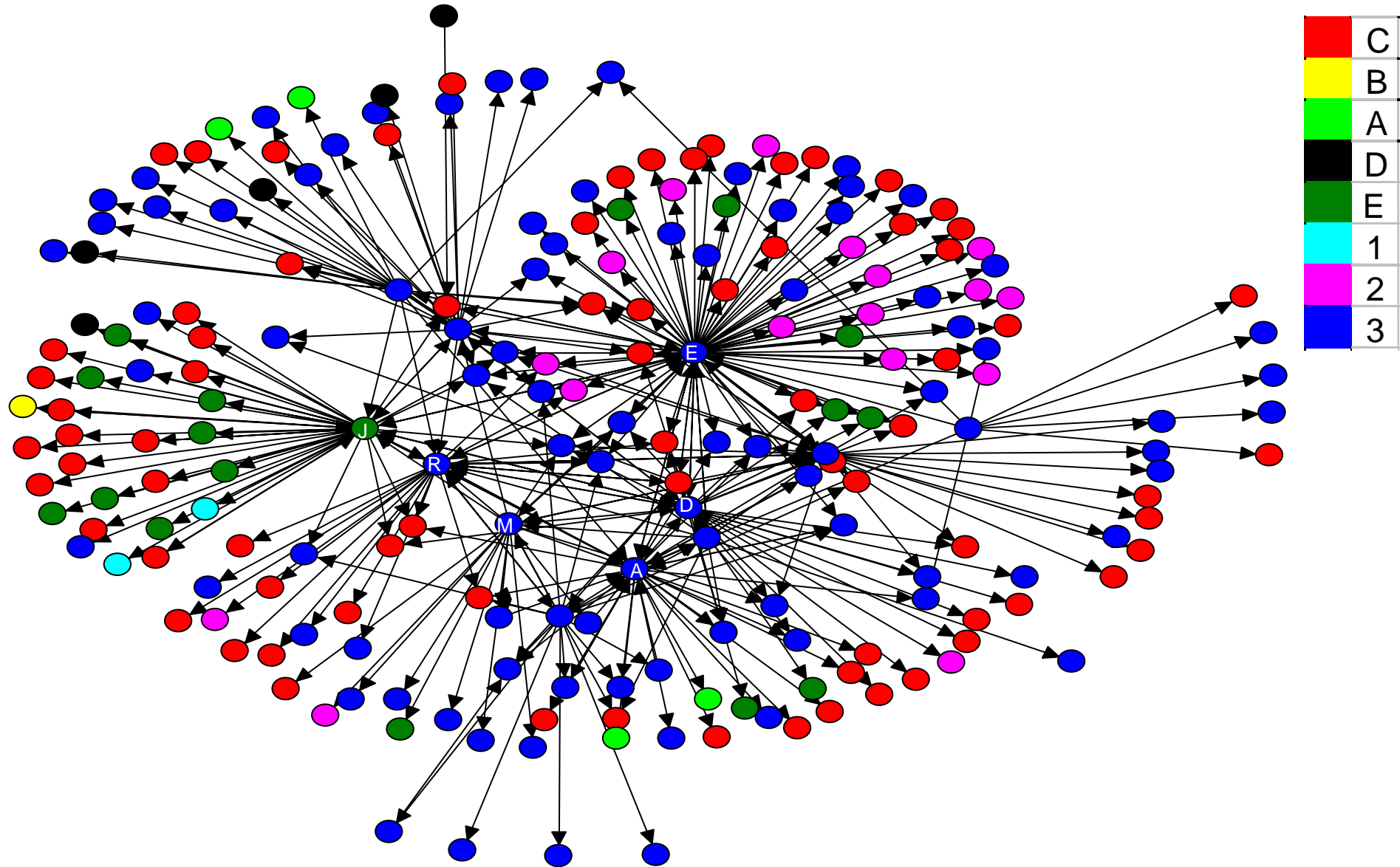
Used UCINET/NetDraw For Analysis & Display

- Quantified Attributes, Characteristics
- Mapped Performance Network

Validated Results With Interviewees

- Sought & Accepted Display Interpretations
- Collaboratively Got Insights, Recommendations

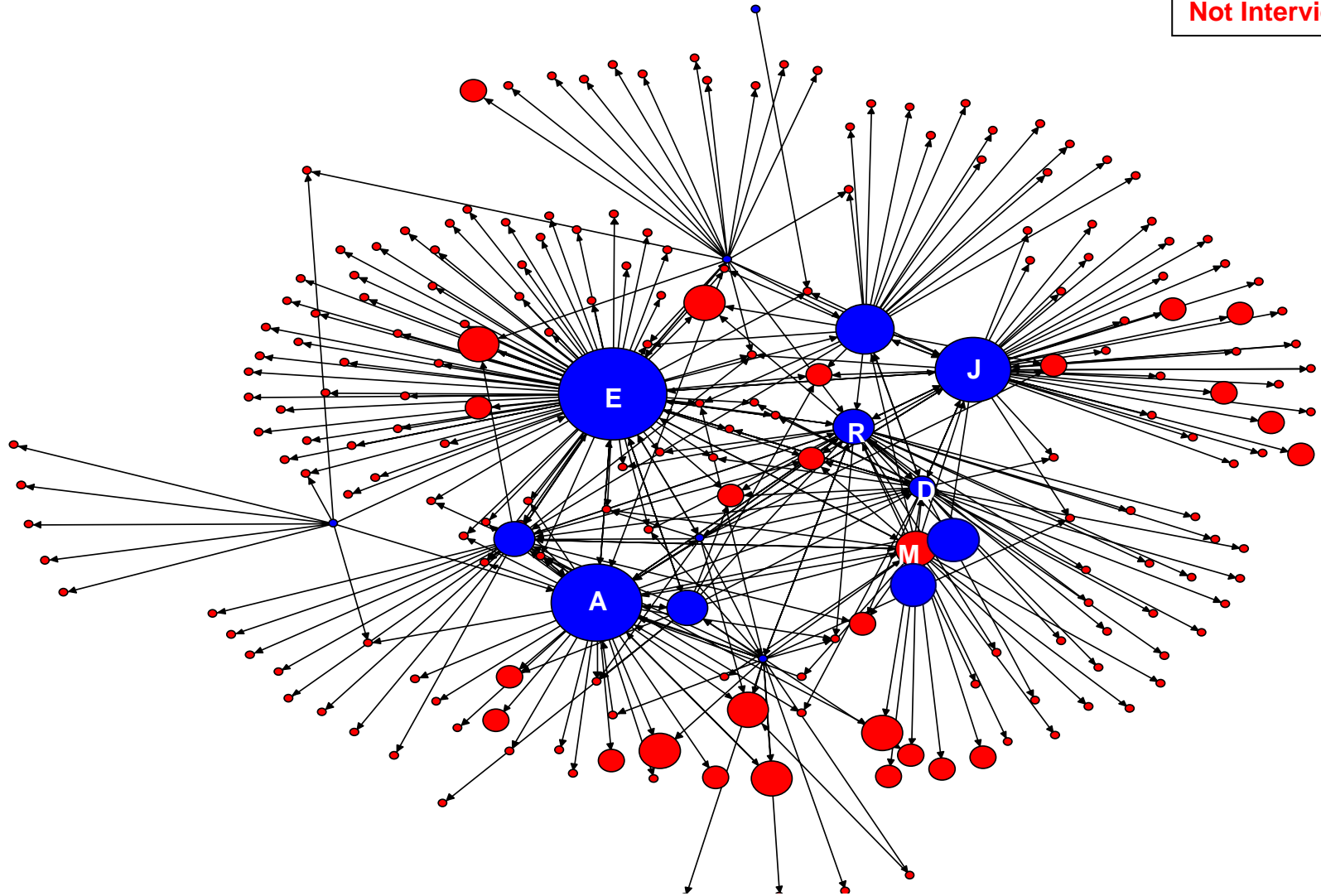
Many Orgs in DFM Knowledge Net



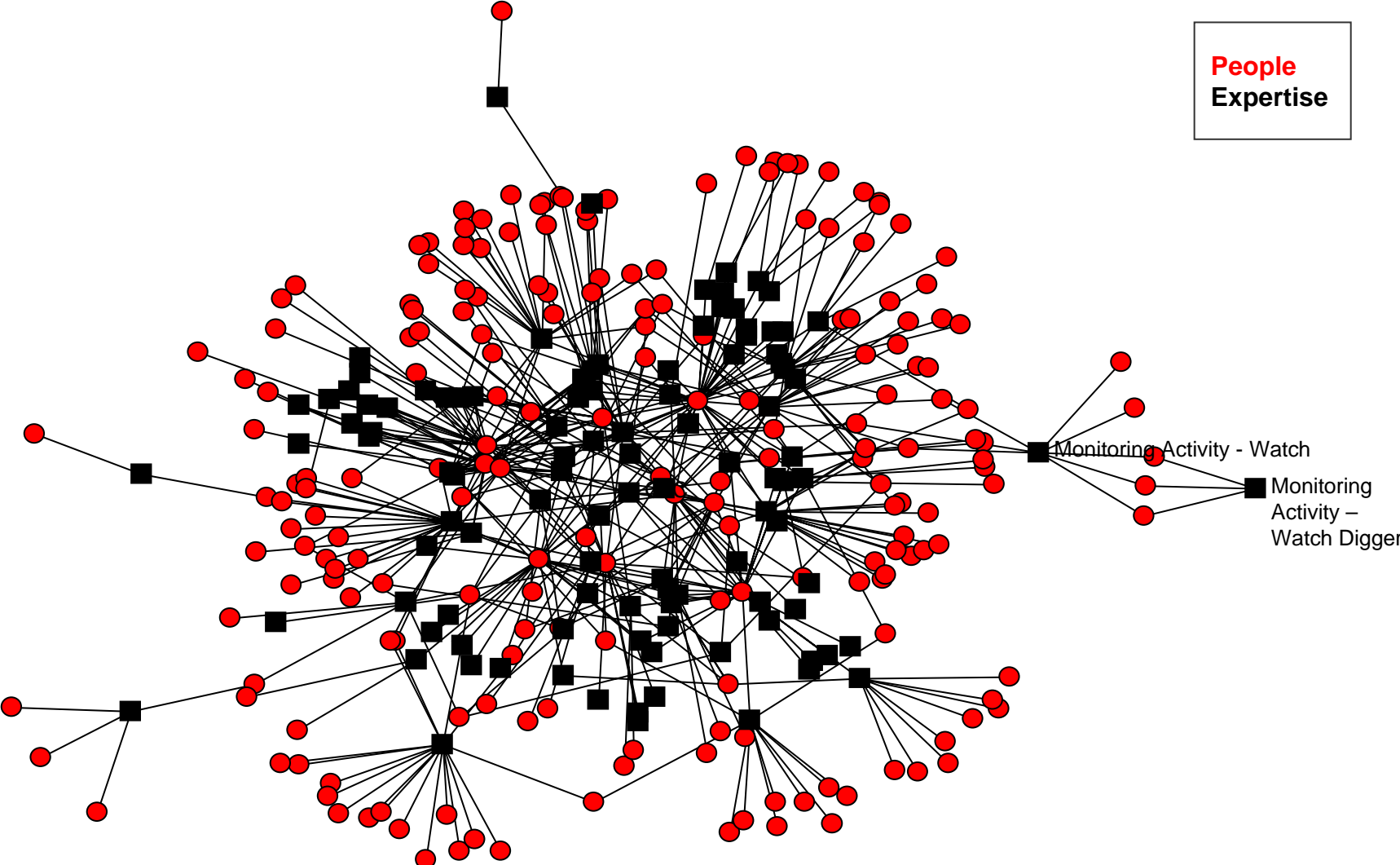
“Go To” People, Sized By In-Degree



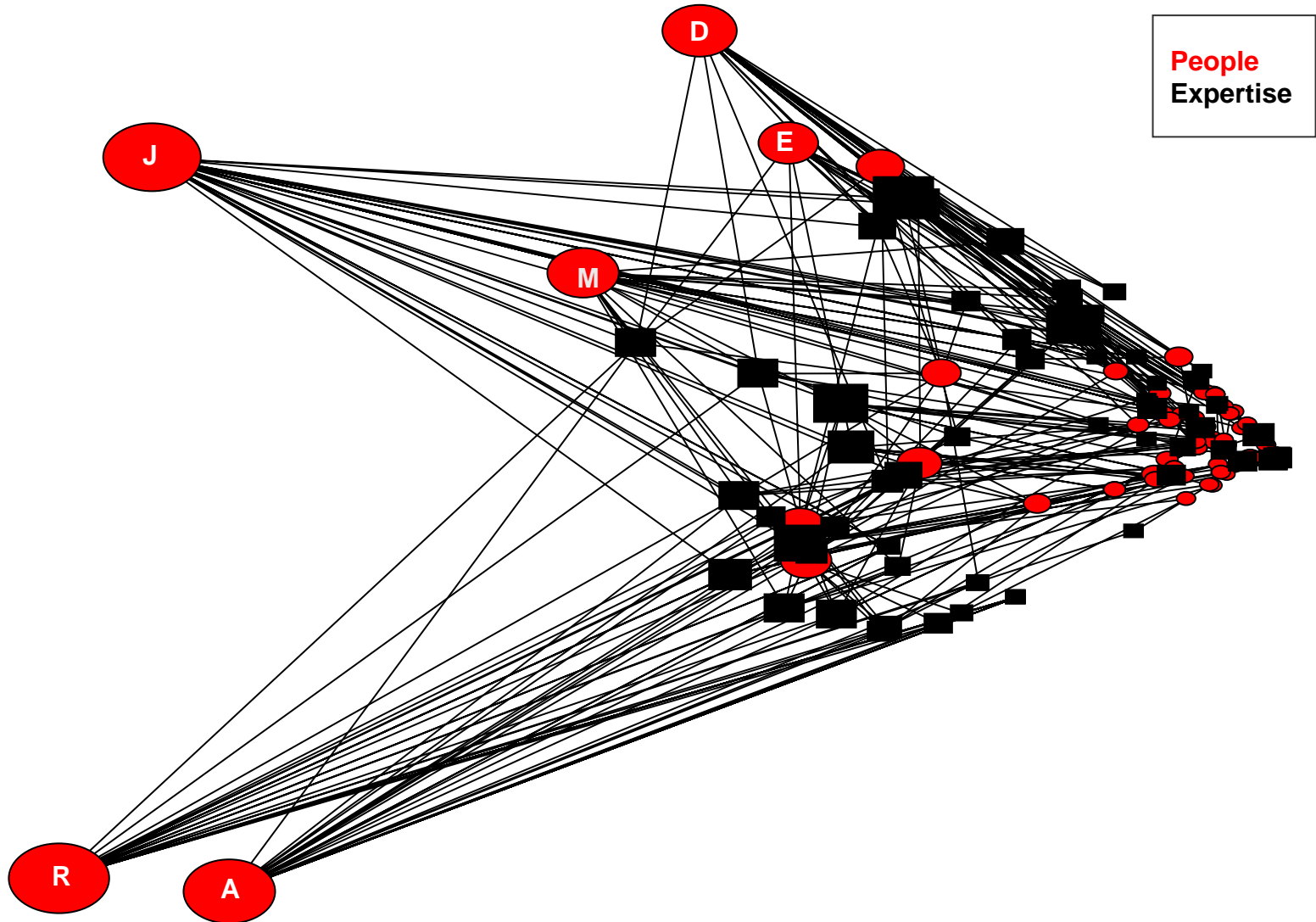
Interviewed
Not Interviewed



Knowledge Sought



Shared Knowledge Sets





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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