Lend Lease: A Knowledge Company

Implementation: A Team of Dedicated Knowledge Brokers

Features and Benefits: Facilitated, Demand-Driven KM

Finding KM Utopia: 'Less is More'

Agenda
Chapter 1

Lend Lease: A Knowledge Company

The Situation

- **Diverse Businesses**
  - LLC - BLL - LLd - LLC - LLD - LLd
- **Global Operations**
  - 42 Countries - 5 Continents
- ‘Lend Lease is it’s People’
  - Interests in $9 Billion worth of projects and assets
- **Highly Skilled Workforce**
  - 10,000 employees
The Situation

“We are a Knowledge Business. The consequences of getting (Knowledge Sharing) right are enormous. The consequences of getting it wrong are fatal.”

Ross Taylor – CEO Lend Lease Asia Pacific and Americas

The Inspiration

Ross Taylor Interview with BBC Reporter Wendy Adams
The ordinary acts we practice every day at home are of more importance than their simplicity might suggest.

St. Thomas More
The Philosophy

Finding KM Utopia: ‘Less is More’

- A Team
  - A network within the networks
- A Process
  - ‘Connect’ not ‘Collect’
  - Capture questions and their solutions
- A Service
  - We do the work for you
Chapter 3

Features and Benefits:
Facilitated, Demand-Driven KM
### The Benefits

**Features and Benefits:** Facilitated, Demand-Driven KM

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### Human Facilitators...

**Features and Benefits:** Facilitated, Demand-Driven KM

- **Capture** Seekers actual context for future reference
- **Coordinate** concurrent efforts by Seekers
- **Respect** individual's private knowledge / learning
- **Transcend** regional and BU systems and hierarchies
- **Are trusted** through human accountability
- **Are efficient** through practiced searching / networking
- **Understand** tacit and anecdotal learning
- **Activate** knowledge silos through direct inquiry
- **Make contact** with consultants and external parties
Building Social Capital

Features and Benefits: Facilitated, Demand-Driven KM

Global Seeker/Sharer Connections (>5) - 2001

Global Seeker/Sharer Connections (>5) - 2002
Building Social Capital

Features and Benefits: Facilitated, Demand-Driven KM

Global Seeker/Sharer Connections (>5) - 2003

- 13 additional offices come online
- Major increase in intra-US sharing
- Increase London-to-Manchester

Global Seeker/Sharer Connections (>5) - 2004

- 2 additional offices
- Major increase in connections
- Increase London-to-Manchester
Chapter 4

Implementing a Team of Dedicated Knowledge Brokers

4 The Team

Implementation: A Team of Knowledge Brokers
Finding Sharers

Implementation: A Team of Knowledge Brokers

How Facilitators Find Sharers

- Database of past questions
- Access to financial/business process systems
- ISYS indexing and searching of file servers
- Personal Network of key contacts
- RFK (Request for Knowledge) broadcast email
- Self Service

Request For Knowledge (RFK)

Implementation: A Team of Knowledge Brokers

Weekly broadcast email to all employees
4 Asking a Question

- Contact via Phone, email, or web-based form
- ‘Ask ikonnect’ buttons located in company intranet, email templates, and in-house applications

4 Self Service

Implementation: A Team of Knowledge Brokers
Chapter 5

Engaging management, demonstrating value, and changing culture

*ikonnect* initially launched exclusively to the top 300 executives
User Survey
* 97% received a timely response
* 93% benefited from using ikonnect
* 98% expect to use it again in the future
* 92% find the ikonnect RFK helpful

Vital Statistics
* 13,000 Seeks resolved and captured
* All 42 countries actively use the system
* 35% of cases span the 3 global regions
Engaging management, demonstrating value, and changing culture

Volumetric Analysis

Changing Culture

Implementation: A Team of Knowledge Brokers

* New employees participate in an orientation exercise to ask their first question