teams@work.

EVERYDAY IS BRING YOURSELF TO WORK DAY! Issue 10 | March 28, 2022

DEVELOPING ORGANIZATIONAL AWARENESS

LinkedIn Learning

ASSUMING POSITIVE INTENT

READY FOR SOMETHING NEW?

You may know colleagues who are leaving for a new role in a new industry. It's tempting to think you're missing out on something. What if the perfect next step already exists on campus? Visit TCU's career page and subscribe to job alerts to grow without leaving:

jobs.tcu.edu

Not seeing what you want? Reach out to discuss your career path (hrtraining@tcu.edu) or any interest in an internal move (hrtalentacquisition@tcu.edu).

Build a knowledge sharing culture.

Are you building a truly open team? Or are people in your department competing with one another in a gauntlet-style brawl for who can capture and keep the most information? Knowledge sharing in the workplace is the process of creating space for open communication about the wins, losses, and lessons that employees are collectively experiencing. Without a comfortable environment in which teammates can share openly, actual output is jeopardized. If team members see it as advantageous to withhold information, it's likely this behavior has been reinforced by team culture.

What kind of example does **your** leadership model?

Transparency starts with leadership. It's important to understand that how leaders act is often imitated by those they manage, for better or worse. Self-awareness about how you're perceived by your team helps inform areas in which you may need to improve. It's not possible to develop effective knowledge sharing without modeling necessary behaviors and practices. Understanding how you relate to information is an essential first step to prioritize knowledge sharing. Ask yourself:

- Do I intentionally or unintentionally encourage our team to be secretive or generous with what they know and learn?
- Do "office politics" play a major role in who has access to certain conversations or information?

These are the differences between a closed-fist and open-handed approach to knowledge, and for a team to thrive, it's important to determine where you land.

Read More: *How to create a culture of knowledge sharing.*

TALK ABOUT IT

Prioritizing knowledge sharing starts with ME!

Regardless of the job we do, being generous with information leads to getting it in return! Here are some ways to encourage openness:

Questions focused on my knowledge and skills:

- What information do I keep too close to myself that I make challenging for someone to take on my tasks and responsibilities?
- How can I be more generous in sharing what I know?

Questions focused on helping one other do our best work:

- What are 5 most important issues that we can address to improve the outcomes of our work?
- Who do we rely on consistently for assistance to perform our work? Is this reliance fair, equitable and respectful?
- How can we prioritize collaboration and cross-training to strengthen our team outcomes?

TIPS TO GUIDE THE TRANSFER OF INSTITUTIONAL KNOWLEDGE

With waves of retirements, resignations or role reassessments happening in many workplaces, the transfer of institutional knowledge has become a top priority for managers, leaders and HR experts across all industries. Here are some proven methods to capture key knowledge before critical staff and leaders depart:

ID critical roles and departure risks: You may already know the business critical roles in your department and individuals in those roles that represent the greatest departure risks. If not, work with others to identify those roles, and the subject matter experts (SMEs) who 1) are at the greatest risk of leaving without notice in the near future, and 2) who holds the most critical institutional knowledge not yet transferred to others in the department. Focus your efforts here.

Interview SMEs: Once you've identified critical SMEs (see above), conduct 1:1 interviews to better understand their work and the factors, key relationships, effective behaviors, etc. that allow them to be successful in their roles.

Document standard work, or Standard Operating Procedures (SOPs) for key processes: There are may different ways of doing this. In general, documentation should describe the key steps in a process, inputs to the process and expected outcomes. It's also imperative to include which elements are standardized and can't be overlooked, as well as clear expectations for why certain steps are important to achieve consistent quality outcomes.

Conduct process walks: In a process walk, a SME walks a team of documenters through the process steps they perform. This should be done at the actual location or worksite where the SME does their work. Team members document key elements of each step, the specific challenges or issues that arise, how issues are addressed, the successful actions or behaviors performed by staff, etc.

Leverage acting assignments: When leadership or critical SME roles become temporarily vacant, departments may find themselves with an excellent opportunity to offer current employees a short term assignment (STA) to gain knowledge and experience of the work involved. It's important to identify a start/stop timeline for this STA and to identify what elements of a person's existing role can temporarily be halted. This allows the STA to be an actual time of learning, not an extension of a person's functional to-do list.

Shadow: In an effort to support internal mobility, when an excellent existing employee is the likely candidate to be promoted into the role of a person leaving TCU, prioritize making time for that person to shadow the SME to learn how the work is currently performed. This also allows the rising leader to evaluate where gaps might exist or where initial changes may need to occur to modernize a role.

Mentor: This type of info transfer can take place in real-time all of the time by creating avenues for experienced SMEs to guide others with "learning the ropes." Mentoring is particularly useful for learning the non-transactional aspects of the work such as effective interpersonal behaviors, coalition building, critical thinking, complex decision making, etc.

Support communities of practice: Create flexibility for people working in similar roles, disciplines, to interact on a regular basis (in person or virtual) to share knowledge and learn from one another. It's ideal if highly experienced SMEs are part of these communities.

Establish overlapping appointments: Create an overlap between when the candidate taking on the role has time to interact with the current SME before that person leaves. This provides time and opportunity for the effective transfer of knowledge.

PARTICIPATE IN TCU'S SUMMER PROFESSIONAL LEADERSHIP ROTATION

TCU's Professional Leadership Rotation (PLR) Program Offers a Unique Experience for Current Employees.

Looking to learn more about other departments or roles at TCU? Have a desire to mentor others? Now in its 3rd year, TCU's PLR Program offers a unique professional development experience for current employees. For more info, attend a virtual (Zoom) info session. There is no financial cost to sponsoring departments or employee participants.

Sponsors and employees can apply by visiting the PLR page and completing an application.

Sponsor applications due by April 15.

Participant applications open April 1.

PLR
TCU Professional Leadership Rotation

Sponsor Info Session Dates:	Participant Info Session Dates:
Wednesday, March 30, 2022 - 9:00 AM	Wednesday, April 6, 2022 - 9:00 AM
Thursday, March 31, 2022 - 9:00 AM	Thursday, April 21, 2022 - 9:00 AM
Meeting ID: 936 6146 1530	Meeting ID: 987 6408 2052

In this TEDx talk, ***Knowledge Management and Innovation***, from April 2017, Dr. Kondal Reddy Kandadi talks about the importance of knowledge management in today's rapidly paced markets.

TCU HUMAN resources

Questions?
Reach out to us:
hrtraining@tcu.edu