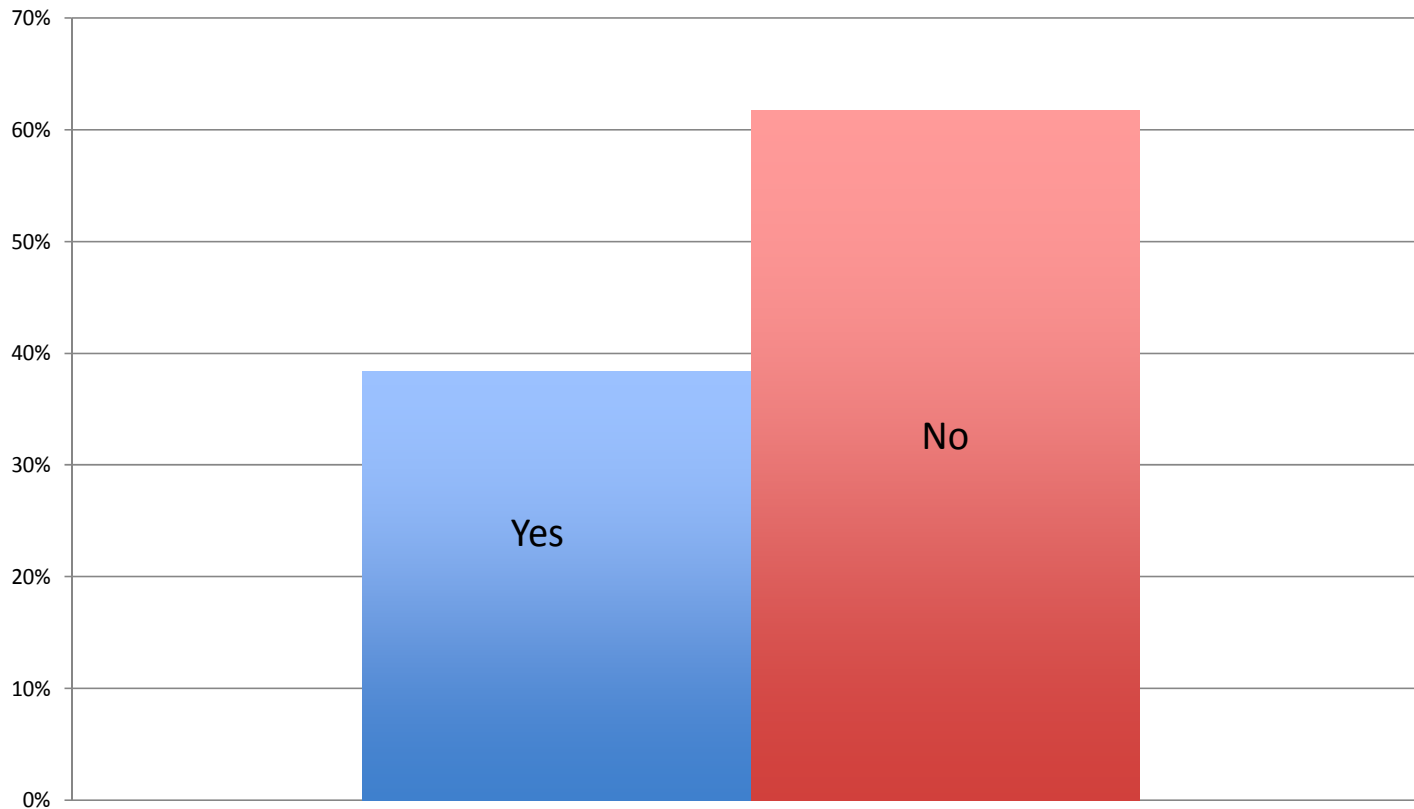


# Some Thoughts on Knowledge Retention

Dr. Jay Liebowitz  
Professor, Carey Business School  
Johns Hopkins University  
[Jliebow1@jhu.edu](mailto:Jliebow1@jhu.edu)

# 80% of Respondents Say they Have no Formal Retention Strategy in Place but 38% Have a Backup Expert in their Knowledge Area

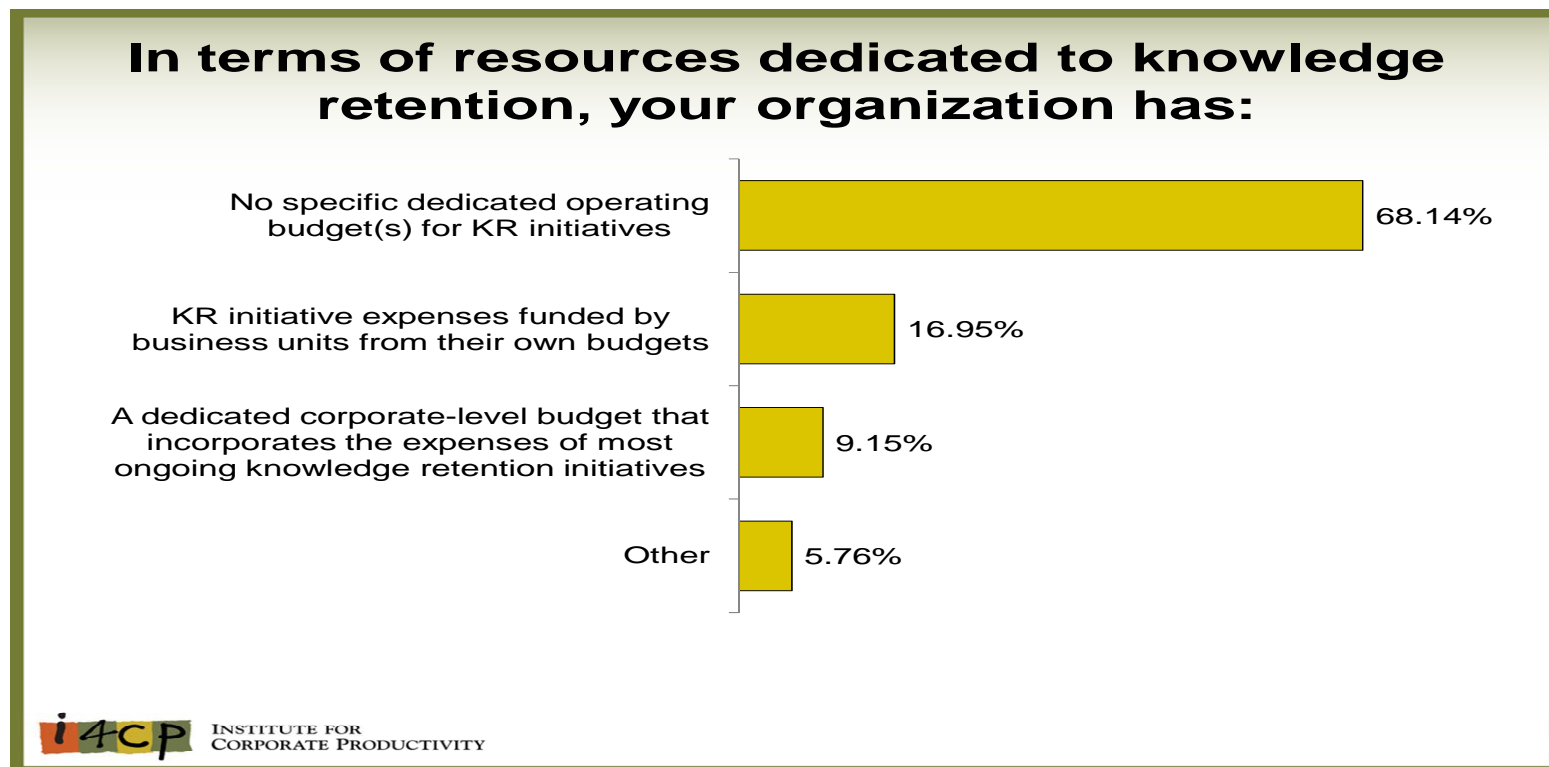


Percentage of Respondents Answering Yes/No About Having a Backup Expert

Cader, M. and J. Liebowitz, KR Survey, 69 respondents from 42 organizations, Spring 2008.

# i4cp KR Survey (426 organizations responded)—January 2009

- Over 77% of the organizations don't have an owner for KR initiatives



# Pillars of KR

(Liebowitz, J. (2009), Knowledge Retention: Strategies and Solutions, Auerbach Publishing)

- Recognition and Reward Structure
- Bi-directional Knowledge Flow (bottom-up and top-down)
- Personalization and Codification (“connections” and “collection”)
- The Golden Gem (bringing back talented retirees into the organization via contractors, consultants, retiree & alumni association, ready pool of retired experts)

# What K is Critical to the Org.?

- Look at the strategic plan for the org. and see what types of K are necessary in order to carry out the strategic goals
- Look at the core competencies for the org. and correspondingly check the HR Dept to review the human competencies needed for the org's future workforce
- Perform a knowledge audit and social network analysis

## Various Programs for Using Retirees

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| <b>Phased Retirement: retirement-age employees continue in their old jobs but with scaled down hours, typically 20-29 hours per week</b>  |
| <b>Retiree Job Bank: allows retired employees to work up to a certain number of hours each year without adversely affecting their pensions</b>  |
| <b>Emeritus Program: as a retiree, you still keep an office and email address at your organization so you can come in periodically</b>  |
| <b>Part-Time Retired Annuitant/Project Team Consultant: be part of a project team on a limited basis to share your expertise with the team in solving a specific problem</b>                        |
| <b>Mentoring Program: serve as a mentor in a formal mentoring program in your organization</b>  |
| <b>Knowledge Sharing Forums: as an experienced individual, you would meet in a small group, once a month, of up-and-coming individuals to have you share stories, lessons learned, and insights</b> |
| <b>Rehearsal Retirement/Boomerang Job: an employee retires for a few months or a year, and then bounces back to the organization with limited hours</b>   |
| <b>Job Sharing: more than one person sharing a job</b>  |
| <b>Facilitator of an Online Community of Practice: you would act as a moderator of an online community in your area of expertise</b>  |
| <b>Knowledge Capture/Retention Program: you would be interviewed via video and your video nuggets would be accessible over the web in your organization</b>   |

# We Need

- To think in terms of a more flexible workforce
- To consider “age diversity” as part of the definition for diversity
- To develop a formal KR strategy
- To bring back retirees into the workforce to tap this relatively untapped pool of knowledge
- To continue to pass legislative HR reforms to be more “competitive” in the marketplace
- To apply KM concepts and techniques