

## KNETMAP<sup>TM</sup> for Replacement Planning

As senior managers reach high retirement eligibility, this underscores a need for timely knowledge transfer. The first step of ensuring that the "know how" of seasoned experts is retained as organizational knowledge is to identify the Subject Matter Experts (SMEs) whose positions and roles are critical to the effectiveness of your organization.

Organizations are comprised of layers of social networks. These informal networks are not visible in the organization chart but greatly influence its dynamics. Network mapping, based on the principles of social network analysis (SNA), can get quickly at the existing exchange of knowledge: *it shows who knows what*. It can be used to reveal informal leadership and influencers (or 'hubs' and 'authorities') on products/processes/services. The results can be used to leverage knowledge across the enterprise for better decisions and greater performance.

In the past, gathering data for network mapping has been time consuming. KNETMAP<sup>TM</sup> now makes it possible to gather data through email.

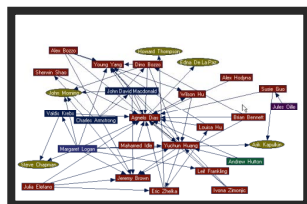
In a context where replacement planning is required to deal with the departure of key resources, implementing KNETMAP<sup>TM</sup> will become essential for the following:

- Identify the strengths and vulnerabilities of your organization in terms of how people work together to get things done;
- Identify emergent communities of practice;
- Define the interventions that will enhance the effectiveness of existing patterns of knowledge exchange

Session Leader Valdis Krebs works with senior management in a series of data gathering sessions and the subsequent interpretation of the results.

### How do you identify the task network and are there other kinds of networks?

All organizations are made up numerous interconnected social networks. KNETMAP<sup>TM</sup> can create maps of your organization's task network as quickly as your employees can answer a simple question by email: "With whom do you work to get your job done?"



While network maps identify key influencers and champions, they can also identify emergent clusters

### **Situation**

*You are in the process of examining the long-term direction of your organization and how succession and replacement planning comes in. You are interested in identifying key areas which require continuity planning. You need to implement a multi-pronged strategic plan that supports this activity, with full participation from the senior stakeholders. You also need to explore 'what if' scenarios as you examine your current talent pool.*

### **Solution**

*With experience of measuring and mapping task networks in more than thirty corporate client situations...*

*With experience in using social network analysis to identify emergent communities of practice...*

*With experience in providing a visualization of the specific dynamics that are active or absent from your teams and business units ...*

**KNETMAP<sup>TM</sup>** is a proven program that extracts data from your staff about how your organization really works. It can be used to pinpoint where timely interventions are most likely to bring about positive change to your organization.

that form the basis of a *community of practice*.

### **Why are *communities of practice* important in the context of replacement planning?**

CoPs can be positioned as a strategic tool to ensure that the knowledge of those who are likely to leave is preserved to the organization. The formation of cross-generational communities of practice with a mandate to resolve key challenges in a given domain will unobtrusively build and transfer knowledge.

While the self-governing nature of these communities needs to be respected, they can be sponsored with the mandate to codify knowledge in a given domain which is of strategic importance. Experience shows that those who are about to retire value the opportunity to share their knowledge for the purposeful resolution of strategic issues.

### **Value Proposition**

The application of KNETMAP™ will provide a unique, realistic view of the organization describing how it works underneath the organization charts. It will lead to a much more effective management of human capital in your organization.

For further information  
contact Margaret Logan  
(416) 755-2291 X248

[Margaret.Logan@konvergeandknow.com](mailto:Margaret.Logan@konvergeandknow.com)

Valdis E. Krebs

[Valdis@orgnet.com](mailto:Valdis@orgnet.com)

## **Process**

### *Phase I: Preparatory*

- Identification of individuals who will provide information
- Identification of the relevant attributes of these people (e.g. gender, years in service, department)
- Development of the questions that will surface the information
- Design and development of the communications package and project launch

### *Phase II: Project Launch*

- Deployment of questions to identified sources of information

### *Phase III: Review and Consultation with Stakeholders*

- Meeting with stakeholders to introduce the principles and opportunities associated with organizational network analysis
- Identify replacement priorities
- Identify possible successors based on 'structural equivalence' metrics
- Identify communities of practice that will be led by retiring individuals



### **About Your Session Leaders**

**Hubert Saint-Onge** brings over 25 years of executive management experience in the area of strategic capabilities development. Currently the Chief Executive Officer of <Konverge and Know>, Hubert leads the global strategic capabilities practice. He is also Executive in Residence in the Centre for Business, Entrepreneurship and Technology (CBET) at the University of Waterloo.

Formerly Senior Vice-President of Strategic Capabilities at Clarica Life Insurance Company, he was instrumental in developing the Clarica brand which resulted in Clarica's three-fold market capitalization prior to its recent merger with Sun Life Financial. In his previous role of Vice-President, Learning Organization and Leadership Development for the Canadian Imperial Bank of Commerce (CIBC), Mr. Saint-Onge has been lauded in the international community for his innovative thinking and leadership skills. He was on the Board of the Canadian Centre for Management Development from 1995-1999. His recent book *Leveraging Communities of Practice for Strategic Advantage* provides highly relevant background material for this engagement.



### **Valdis E. Krebs**

#### **Social Network Analyst**

Valdis E. Krebs is a management consultant with fifteen years of experience in network analysis. Clients include members of the Fortune 500, top tier consulting firms, and innovative non-profits. In addition to knowledge networks, he has applied these methodologies to mapping, measuring and molding strategic alliances, communities of interest, emergent structures on the WWW, and internet works. His work has been referenced in many publications, including the Wall Street Journal, Entrepreneur, Corporate Leadership Council's Best Practices Reports, Knowledge Management, Business Week, Business 2.0, FORTUNE, and Esther Dyson's influential information technology newsletter, Release 1.0.

<Konverge and Know> develops fully integrated knowledge strategies based on optimized business processes and custom technology solutions.