

Stuart French: Making Knowledge Visible

Summary Notes of session for ISKO Singapore 19 February 2021.

Patrick Lambe: Dashboards as supports for predictability

Arief Amron Ariffin: Dashboard to show depth of knowledge of the firefighters

Arief Amron Ariffin Embed information into knowledge, new knowledge will be created

Patrick Lambe: Discretionary (lookup) decision making and Non discretionary decision making (immediate action based on the knowledge to hand)

Edgar Tan: How do you choose which knowledge to make visible, given that there are so much of it flowing in an organisation?

Patrick Lambe : Idea of this project is not to choose which knowledge but to show how much knowledge

Patrick Lambe: It's not like a knowledge audit, instead it's about creating knowledge scores from individual, then aggregating up to brigades, groups etc, to observe trends

Patrick Lambe: Using the dashboards for Brigade succession planning

Patrick Lambe: How do you find the ground truth on proxy knowledge scores like this? Interviews on the ground to gather contextual information about when transitions happened (positive/negative)

Dominic : Maybe the change in captain could be colourized according to the reason for their change (e.g. hostile 'takeovers' vs retirement).. Maybe their appetite for risk would be another interesting parameter...

Arief Amron Ariffin: Were there any challenges in getting the data?

Stuart: Worked closely with the business intelligence team and the IT team. Also had to get the support of the privacy officer.

Yu Ming LEE : Do you discount k value over time? Esp if there was time gaps?

Stuart: Yes, in the first version this was quite crude but the ground truthing exercise helped to refine it. Knowledge decay is calculated based on time from the training course (no of years from training); qualifications only counted if current.

Patrick Lambe: Identifying brigades in knowledge distress for senior support. Prediction, looking for shapes of dangerous knowledge loss to predict future health, by showing the trajectory of knowledge growth/ distress.

María Morcillo: Thanks for this session. Very interesting the experience of CFA. I got several ideas of new KPIs and metrics to measure the know-how in my company.

Jacqueline: Great sharing Stu! Now the task is to co-relate all this knowledge to our organization!

Yu Ming LEE: Thank you Stuart! It is an interesting approach on making experience and knowledge visible. so few of us value this.