Knowledge Transfer in the Multi-Generational Workplace
Knowledge Transfer Types

- The “Great Crew Change” – is it real?
- Generational differences?
- Types of Knowledge Transfer
- Knowledge Transfer in the Workplace
- What works?
The “Great Crew Change”

- A change, but not “mass exodus”
- E&P “experience gap”
- Attrition in small flows, not mass exodus, thanks to 401K erosion and opportunities for contracts and consulting
- Shifts in attitudes about age and aging
**Crew Change Myths vs. Reality**

- **Myth:** lots of jobs for graduates, even in downturn
- **More likely:** New grads laid off early
- **Barriers to employment:** Considered tech-savvy but geologically unknowledgeable
- **Stiff overseas competition** (also new M.S. and Ph.D. students)
- **Consequence:** New geoscientists retrain, leave industry forever
Boomers, Gen X, Gen Y, Millennials

- **The WWII Generation**: Events, economic climate, social policies shaped them.
- **Boomers**: Are E&P Boomers different from the general herd of Boomers? (Yes, definitely)
- **Gen X**: Independent, self-actualizing, want to work on own.
- **Gen Y // Millennials**: Information technology shaped them (trust text more than talk).
## Generational Characteristics

<table>
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<tr>
<th>Top ranked terms used to describe co-workers in same generational cohort</th>
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| **Gen Y**  
Chief Friendship Officers  
- Makes personal friends at the workplace  
- Sociable  
- Thinks out of the box  
- Open to new ideas  
- Friendly | **Gen X**  
The Doer  
- Confident  
- Competent  
- Willing to take responsibility  
- Willing to put in the extra time to get the job done  
- Ethical | **Baby Boomers**  
Moral Authority  
- Strong work ethic  
- Competent  
- Ethical  
- Ability to handle a crisis  
- Willing to take on responsibility  
- Good communication skills | **Matures**  
Moral Authority  
- Strong work ethic  
- Ethical  
- Committed to the company  
- Competent  
- Confident |

Source: *World of Work Study, 2008*
Generational Differences?

- **Socialization Process is Key**
- What did the dominant culture do?
- Meetings culture
- Phone conference culture
- Lone wolf “get it done” culture
- Collaborative culture
  - @@@@@@@@@@@@@@@@@@@@@@
- What do you trust? The words? The text? The behavior? The follow-up actions?
Learning Styles / Communication

- Learning Styles
  - Visual
  - Auditory
  - Kinaesthetic
  - Spatial

- Communication
  - Text / email
  - Phone, web-conference, skype
  - Web conference with presentation
  - Virtual worlds (with avatars)
Priorities / Underlying Values

23. Importance for happiness in their job

Among employees by generation
Forms of K/T in the Workplace

- **Telling**: meetings, teleconferences, mentoring
- **Showing**: on-the-job training, mentoring
- **Background Prep**: reports, guides, manuals
- **Decision-Making**: persuasive documents, evidence (documents, statistics, cores, lab results, cuttings, gas analysis, etc.)
- **Sharing**: e-mail, list-serves & feeds, texting
- **Training**: workshops, classes, webinars, presentations
K/T and the Rhetorical Situation

- Outcome first: what do you want them to do?
- Who is your audience?
- Why are they listening to you? What do they want?
- What are their beliefs, values, needs?
- Understand ethos, pathos, logos in your presentation
- Know the “deal-killers”
“Chirp and peep are passé. Now it’s all Twitter!”
Meetings (Formal / Informal)

- **Pro’s**
  - Familiar, convenient format
  - Direct communication
  - Formative outcomes assessments

- **Con’s**
  - Expensive
  - Logistics are difficult
  - Cultural differences
Web and Teleconferences

- **Pro’s**
  - Convenient
  - Lower cost (avoid travel)
  - Archivable
  - Comfortable for technical generation types

- **Con’s**
  - Technical difficulties
  - Not amenable to all learning styles
  - Not comfortable for non-tech-savvy individuals
Digital Repositories / Libraries

- **Pro’s**
  - Convenient
  - Universal access
  - Digital

- **Con’s**
  - Expensive
  - May need high-speed internet
  - Potentially high cost of maintenance and digital archiving
Short Courses and Workshops

- **Pro’s**
  - Familiar format
  - Convenient for peer interaction / collaboration
  - Assessment / evaluation

- **Con’s**
  - Expensive
  - Inefficient
  - Logistical issues
  - Not ideal for reinforcement / application
Semester-Long Courses

- **Pro’s**
  - Familiar format
  - Of ten applies toward a degree
  - Access to resources

- **Con’s**
  - Expensive
  - Inefficient
  - Not effective for all learning styles
Distance Education

- **Pro’s**
  - Convenient
  - Anytime, anywhere
  - Collaborative, team-based (discussion board)

- **Con’s**
  - Technical issues
  - Feelings of isolation
  - Requires preparation and investment
  - Generational differences / learning styles
Distance Education

Volunteer Handbook

- The Volunteer Handbook will contain information regarding:
  - Sports Specific Information
  - Venue Maps
  - Contact Information
  - Volunteer Requirements

- Please check online for the Handbook available at a future date.

www.2009WorldGames.org
Blogs

- **Pro’s**
  - Convenient
  - Up-to-date
  - Large variety, can subscribe to them, instant updates

- **Con’s**
  - Technical issues
  - Not always reliable
  - Information overload
  - Generational differences / learning styles
Blogs

133 million blog records indexed by Technorati since 2002
7.4 million blogs posted in last 120 days
1.5 million blogs posted in last 7 days
900,000 blog posts in 24 hours
76,000 blogs with Technorati Authority of 50+

Top 100 blogs by Technorati Authority

Technorati Authority is the number of blogs linking to a website in the last six months. The higher the number, the more Authority the blog has.
Social Networking

- **Pro’s**
  - Connections maintained
  - Information sharing
  - Updates / opportunities

- **Con’s**
  - Technical issues
  - Time-consuming
  - Always changing
Social Networking

- Friendster
- Orkut
- LinkedIn
- Ryze
- Facebook
- Bebo
- Myspace
Optimal K/T for Your Workforce

- Needs Assessment
- Generational Profile
- Inventory of Available Technologies and Connectivity
- Logistics / Location Map
- Human Factor Mapping (goals, desires, interests, outcomes)
- Learning Objectives / Desired Outcomes
Success is a function of flexibility

- $f(x) = \text{listening to generational differences + urgency of training needs + technological realities + economical considerations + realities of access + preferred modalities of content delivery}$

Remember:

*The future is probably handheld.*