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KNOWMAN

Knowledge transfer to new hires

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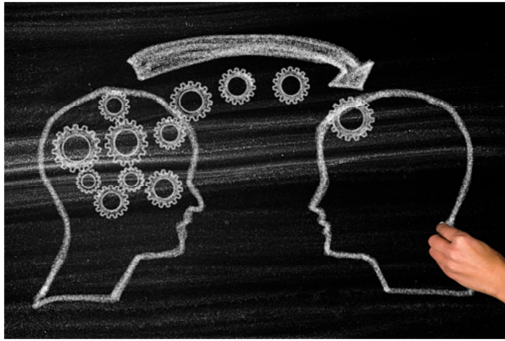
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EXPERIENCE



National University of Political Studies and Public Administration

This knowledge pill focused on how to facilitate training and transfer of knowledge to newly hired staff, which is an important part of effective knowledge management in an organization.

Knowledge transfer and new hires



Source: Pixabay
(<https://pixabay.com/images/search/knowledge%20transfer%20/>)

- **KNOWLEDGE TRANSFER:** process through which experienced employees share or distribute their knowledge, skills, and behaviors.
- New hires have lots of questions and are hungry for information—about their job, field, and the organization
- Companies need to incorporate training and knowledge transfer programs into onboarding



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KNOWLEDGE TRANSFER refers to the process through which experienced employees share or distribute their knowledge, skills, and behaviors to the employees who have not that knowledge or who are going to replace them. One of the important knowledge transfer event is that companies provide required knowledge to their new hires, specially at the onboarding process.

New hires have lots of questions and are hungry for information—about their job, field, and the organization. This makes them an ideal audience for knowledge management (KM). Thus, companies need to incorporate training and knowledge transfer programs into onboarding and offer resources specifically designed to guide new hires. **ONBOARDING** refers to the process through which new employees acquire the skills, knowledge and behaviors to become effective contributors to an organization.

Inefficient knowledge transfer and the impact



Source: George Milton (<https://www.pexels.com/photo/tired-female-student-sleeping-on-books-in-light-room-7034472/>)

- Uncertainty, dissatisfaction and distress among new employees
- Less productive than they could be
- More errors occur, and new employees make bad decisions
- New employees get a bad impression of the company
- Waste of time and cause for turnover



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Unshared knowledge holds employees back in their day-to-day work, making them less productive than they could be, little by little. Specially new hires wait for information and struggle to make progress without it. And this make them to duplicate the efforts of other employees. All of these inefficiencies across an entire workforce add up to big losses for a company.

Some of the major impacts with inefficient knowledge transfer includes:

- Poor knowledge sharing creates uncertainty, dissatisfaction and distress among new employees.
- The productivity gets poor when knowledge transfer is missing. Studies showed that new hires are more productive if they get a proper introduction.
- Without a proper introduction and knowledge transfer to new hires more errors occur, and new employees make bad decisions because they are not fully briefed to their tasks.
- Without a standardised way to transfer knowledge, new hires get bad impression of the company which even leads them to a quit in a shorter period.
- One of the causes for a high turnovers is that companies spend an inappropriate high amount of time on introduction which is a waste of time if the knowledge sharing is not done properly in the first place.

How to facilitate training and transfer of knowledge to new hires?



Source:PTTI EDU
(<https://unsplash.com/photos/k9Dc5zT1Gq0>)



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- Monitoring and assessing the quality and relevance of onboarding programs
- Facilitate peer-to-peer and team training
- Develop a knowledge transfer strategy
- Deliver information and training in a variety of methods
- Have a single knowledge repository
- Review and measure the effectiveness of knowledge transfer practices
- Ensure leadership support and involvement

Here are some of the main strategies used to facilitate training and transfer of knowledge to new hires of a company.

- Monitoring and assessing the quality and relevance of onboarding programs
- Facilitate peer-to-peer and team training, including: mentor networks, coaching, shadowing, paired work, etc.
- Develop a knowledge transfer strategy, integrate it into daily operations, and formalize it.
- Deliver information and training in a variety of methods that are engaging and easy to use and understand (e.g., social learning, narrative transfer, video, lunch & learn, etc).
- Have a single knowledge repository that is relevant, organized, and constantly monitored and updated.
- Continuously review and measure the effectiveness of knowledge transfer practices and revise them as necessary.
- Ensure leadership support and involvement before, during and after onboarding

Knowledge transfer methods/approaches



Source: Unsplash
(<https://unsplash.com/s/photos/knowledge-sharing>)

- Formal knowledge elicitation
- Expert- and peer-based approaches
- Learning sessions and events
- Documentation approaches



When selecting a knowledge transfer approach for a given scenario, it is vital to be familiar with the options and then asking key questions about the nature of the knowledge being transferred, the sources and recipients of that knowledge, and the business processes and infrastructure into which transfer activities must be embedded. We can see the common knowledge transfer approaches classifying them in to four general categories.

1. **Formal knowledge elicitation** processes (designed to surface complex and/or tacit knowledge): To transfer knowledge from those who have it to those who need it, KM teams need to pull knowledge out of people's heads. This is called elicitation. Knowledge Mapping, Facilitated transfer of best practices, Retiree knowledge transfer interviews, After-action reviews and Lessons learned capture can be mentioned as a common method of knowledge transfer.
2. **Expert- and peer-based approaches:** is more interactive and engaging than reading a document or watching a video. It also helps employees (specially new hires) build their networks and feel more connected. Mentoring, Communities of practice, Expertise location, Enterprise social networking included in this category.
3. **Learning sessions and events:** This approach can be implemented through Training courses, Webinars, seminars and presentations, Conferences and workshops, Collaborative or problem-solving sessions. Specific short-term trainings can be easy and suitable approach to transfer knowledge to new hires.
4. **Documentation approaches:** The surest and most straightforward way to preserve organizational knowledge and also to transfer it is by documenting it. This can be done in the way of Content portals and libraries, Best practices and lessons learned databases, Blogs and wikis, Project and team sites. Specially, documentation in the form of Knowledge pills (either in text, audio or video format) can be appropriate method to transfer knowledge to new hires.

Final Tips: How to make knowledge transfer to new hires more effective?



Source: Jason Goodman
(<https://unsplash.com/photos/Oalh2MojUuk>)

- Training and resources
- Recurrent meetings during training
- Maintaining a digital repository, recording training sessions, and documenting best known methods
- Hands-on training
- Encourage new hires to attend daily stand-up meetings
- Encourage team members to help new hires



How to make the transfer of knowledge to new hires more effective?

Primarily, the new hire should be given an overview of what knowledge is required to contribute to the team's goals and the sources to acquire that knowledge from by manager/mentor. Also, recurrent meetings with the new hire are needed during the training.

Another important way is to maintain a digital repository, record training sessions, and document best known methods as it helps accelerate the training of new hires and reduces the mentorship time. Hands-on training along with theory can make knowledge transfer more effective. With this regard, in traditional teams, shadowing plays an important role in learning for the new team members.

Encouraging new hires to attend daily stand-up meetings is also important mechanism to facilitate knowledge transfer as they are a good source of knowledge as it exposes them to different phases of work, type of work, impediments, and team dynamics. In another way, team members should also be encouraged to help the new hire with the best and fast ways of learning and problem solving.

Generally, companies must also ensure that employees and new hires can effectively access the knowledge that has been collected or shared, whether through search, alerts and recommendations, conveniently placed links, or other mechanisms.

Sources and find out more!

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More about the project:
knowmanproject.eu

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