LIFELONG LEARNING INSTITUTE - OCTOBER 12 & 13

KNOWLEDGE MANAGEMENT SINGAPORE 2017

ENERGIZING INNOVATION THROUGH CREATIVE KNOWLEDGE
LIGHTNING TALK

IMPACT
What is IMPACT?

As a noun:
- The force or action of one object hitting another
- A powerful effect that something, especially something new, has on a situation or person

As Verb:
- To have an influence on something ...

From Cambridge Dictionary
IMPACT – KM–defined

Measure of the tangible and intangible effects (consequences) of one thing’s or entity’s action or influence upon another.

From www.businessdictionary.com
Why Measuring IMPACT?

• Access to **finance** and **resources**
• It is the sign of a **well-run ship**
• It helps **telling your story** to stakeholders
• **Achieving your purpose**

*Impact reporting is here to stay, and will gain momentum ...*
How to do it?
IMPACT Assessment Metrics

• What **impacts** have been demonstrated with respect to success of the **KM initiative**?

• Is there a **spectrum of metrics** used for **activity, process, knowledge, people, outcomes**?

• How are the metrics themselves **assessed and improved**?
Tangibles

• Money (savings, growth, efficiencies)
• Stock market value, budget provided, ROI
• Performance improvement, effectiveness
• Intellectual Property
Intangibles

(indirect links to tangibles)

• Success stories, personal value, trust
• Loyalty, turnover, informal COP’s
• Attendance, attraction, retention…
IMPACT Analysis

• **Assessment** of the **pros** and **cons** of pursuing a course of **action** in light of its possible **consequences**, or the extent and nature of **change** it may cause.

• Is there a blend of **quantitative** and **qualitative** measures?
Quantitative vs Qualitative Analysis

• Quantitative Analysis
  • looking at the actual numbers
  • looking at different financial metrics and ratios

• Qualitative Analysis
  • looking at the intangibles
  • looking at factors that are not purely numbers
  • Require professional judgement in terms of what's relevant
KM Outcomes & Benefits

• Are knowledge-related outcomes in the form of new or improved products/services/processes?

• Mix of internal (employee) and external (customer, citizen and partners) impacts

• Are intangible benefits captured and communicated to highlight value they create?
IMPACT Validation & Achievement

• Is there any validation of impacts by third parties?

• Has achievement of thought leadership in KM has been achieved (e.g. awards, publications)?
Use of Analytics

• Are analytics being applied to assessment and refinement of KM metrics?

TALENT MANAGEMENT SCORECARD (Q2 2011)

1. Diversity Representation (As of 6/17/2011)
2. Pipeline Readiness (2003 Succession Planning: VPs and Above)
3. Manager Effectiveness Index
4. Gender/Minority Representation in LDs (YTD 2013)
5. Executive Leadership Development Outcomes (YTD 2011)
6. 1st Qtr 2011 - Training Expense per FTE

1. Diversity in minority population amongst leadership: non-managers and other positions split approximately 50/50.
2. On average, over half of VP+ talent assessed during 2010’s Succession Planning process are ready to assume a new role within the next 12 months.
3. Manager effectiveness: SVP & above current 3.3 average; most likely due to rating scale difference (VPs & above receive either 1, 2, 3, or 5 numeric rating value whereas ratings for Directors and below can include a decimal value).
4. Male females is represented almost equally in leadership development programs, however, non-minority still represent more than half of all 2011 YTD participants.
5. The majority of leadership development program participants experienced no change in job role after participating in one or more programs.
6. Turner overall has spent less on training per employee during Q1 as compared to the ASTB/Bersin combined average benchmark (average $61.94/employee across Turner vs. $114/employee).
7. Turner is currently spending 82% of its YTD profit on learning & development; the ASTB benchmark is approximately 4% of quarterly profit.
Thank You