Knowledge Management in Rolls-Royce

Presentation to KMPro

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Agenda

- Background
- KM tools used
- Plans & strategy
- Lessons Learnt
- Questions & discussion
Rolls-Royce plc

A global company providing power on land, sea and air
Why R-R needs to manage its knowledge well
Knowledge Management in Rolls-Royce

- Piloted KM in 1997
- Improvements made from lessons learnt
- Developed tools and strategy
- Implemented across Airlines & Defence
KM Tools used in Rolls-Royce

- Communities of Practice
- Lessons Learnt Log
- Lessons Learnt Reviews
- Knowledge Auditing
- Expert Prioritisation
- Knowledge Acquisition
- Peer Assist
- Design Rationale Tool
- Other KM Tools
Communities of Practice

• A facilitated network of people

• Why?
  – Need to solve problems once
  – Encourage sharing of ideas and knowledge
  – Expand on existing ideas
  – Identification of experts
  – Work effectively on a global scale

• Online and face-to-face discussion & collaboration
Lessons Learnt Log

- Repository for lessons learnt
- Process for approving lessons
- Embedded into procedures and practices
- Fully searchable
Lessons Learnt Reviews

• A facilitated session to obtain lessons

• Run at the end of a significant stage in a project

• Follows a structured method

• Feeds into the log
Knowledge Auditing

- Simple methodology
- Based upon group and individual interviews
- Provides the structure of knowledge
- Growing popularity
Expert Prioritisation

- Simple process
- Reviewed regularly
- Prioritises knowledge acquisition
- Successfully piloted
- Word-of-mouth communication

Rolls-Royce
Knowledge Acquisition

- Enables people to capture and publish knowledge
- A range of KA techniques
- Captures knowledge quickly and efficiently
- Knowledge can be published in many forms
- Packaged with the end user in mind
Knowledge Acquisition Process

1. Training
2. Project Management
3. Scoping
4. Knowledge Acquisition
5. Knowledge Structuring & Modelling
6. Validation
7. Product Delivery, Test & Use
Peer Assist

- Shares best practice across similar teams
- Identifies new approaches to project problems
- To be piloted internally

Design Rationale Tool

- Captures design rationale for future use
- Helps to structure design thought processes
Other KM Tools

- Capability Intranet
- Expert Yellow Pages
- Information Engineering
- Knowledge Engineering
KM & Human Resources

• Formal graduate placement

• KM attachment for trainees & secondments

• Workshops

• Appraisals

• Embedding into processes
Plans & Strategy

- Corporate KM team
- KM CoP active & expanding
- Successful pilots in business units
- Good practice and lessons learnt
- Internal and external benchmarking
- Strategy in place to repeat successes
- New KM-enthusiastic Chairman
Lessons Learnt

• Start with simple techniques
• Pilot projects
• Keep a distance from IT
• Use everyday language
• Utilise word-of-mouth
• Ensure business benefits
• Learn lessons
• Continually improve
Questions & Discussion

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