

# Knowledge Management in Rolls-Royce

## Presentation to KMPro



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**Rolls-Royce**

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# Agenda

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



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# Rolls-Royce plc



Airlines



Marine



Defence



Energy

a global company  
providing power on  
land, sea and air



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# Why R-R needs to manage its knowledge well



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# Knowledge Management in Rolls-Royce

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



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# 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



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# 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



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# Lessons Learnt Log

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



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A screenshot of the 'Lessons Learnt Log' web interface. The header includes the title 'Lessons Learnt Logs' and the Rolls-Royce logo. Below the header, there is a breadcrumb trail: 'you are here: Capability Intranet > Capability Intranet Lessons Learnt Log'. The main content area is titled 'Welcome to the Lessons Learnt Log' and contains instructions for users. It features a dropdown menu for 'Choose a Lessons topic >>' with 'Aerothermal Methods' selected, and a 'Go' button. To the right, there is a sidebar with links for 'Capability Intranet Infocentre', 'Help', 'How To Enter Lessons', 'Info', 'Lessons Learnt Reviews', 'Editors', 'Managing the Lessons Log', and 'Search'. The footer includes the text 'The Lessons Learnt Process is controlled by GQP X.T.3.8' and 'The Capability Owner of the topic web is responsible for the removal/approval of Lessons.'.

Lessons Learnt Logs  
"part of the Capability Intranet"

you are here: [Capability Intranet](#) > [Capability Intranet Lessons Learnt Log](#)

**Welcome to the Lessons Learnt Log**

If you have a new lesson or would like to view existing lessons please select from the menus below.

Choose a Lessons topic >>  a Lessons Section, then click go.

Use this log to record new advances in our capability and changes to the technical content of our best practice.

New lessons are submitted to the Capability Owners for peer review. If accepted, the lesson will be entered in the approved lessons learnt log for the appropriate topic web. If rejected you should be contacted by the topic Capability Owner. In time, the procedures etc. will be updated to incorporate the new lesson and the lesson to the archive.

The Lessons Learnt Process is controlled by [GQP X.T.3.8](#)

The Capability Owner of the topic web is responsible for the removal/approval of Lessons.

**Links**

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Search All Global Lessons Learnt Logs

To search within only a specific topic, or topics for UK only access, please use the [Homepage](#) menu to jump to the required topic.

Capability [intranet](#) [Infocentre](#)



# 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



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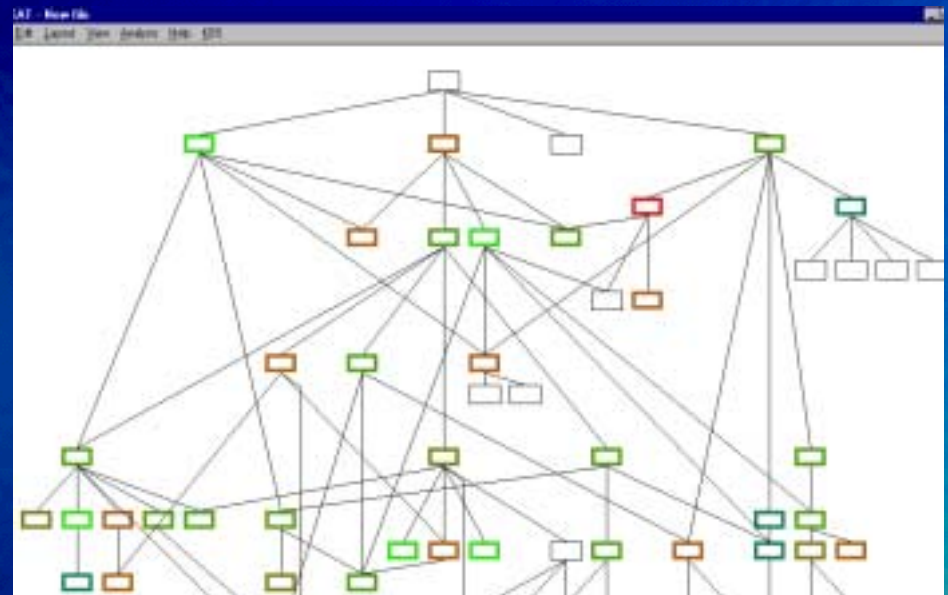


# Knowledge Auditing

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



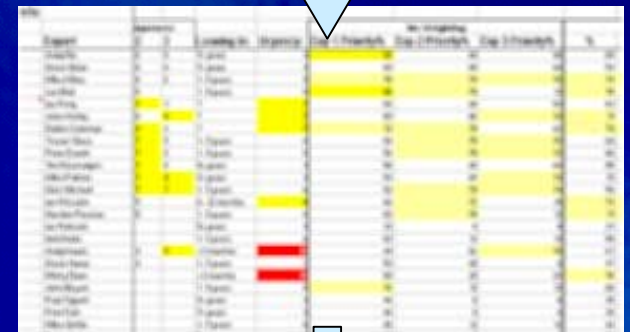
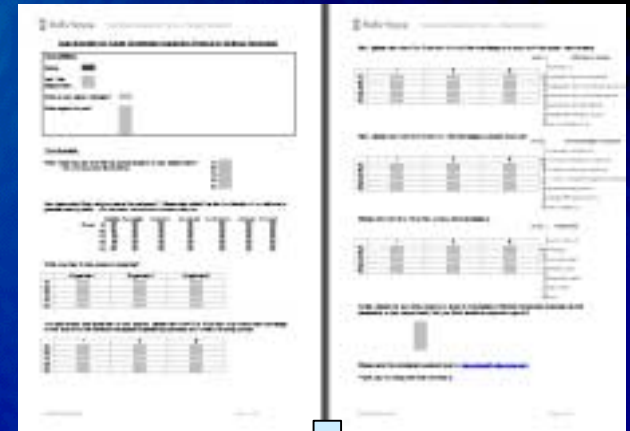
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# Expert Prioritisation

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



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# 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

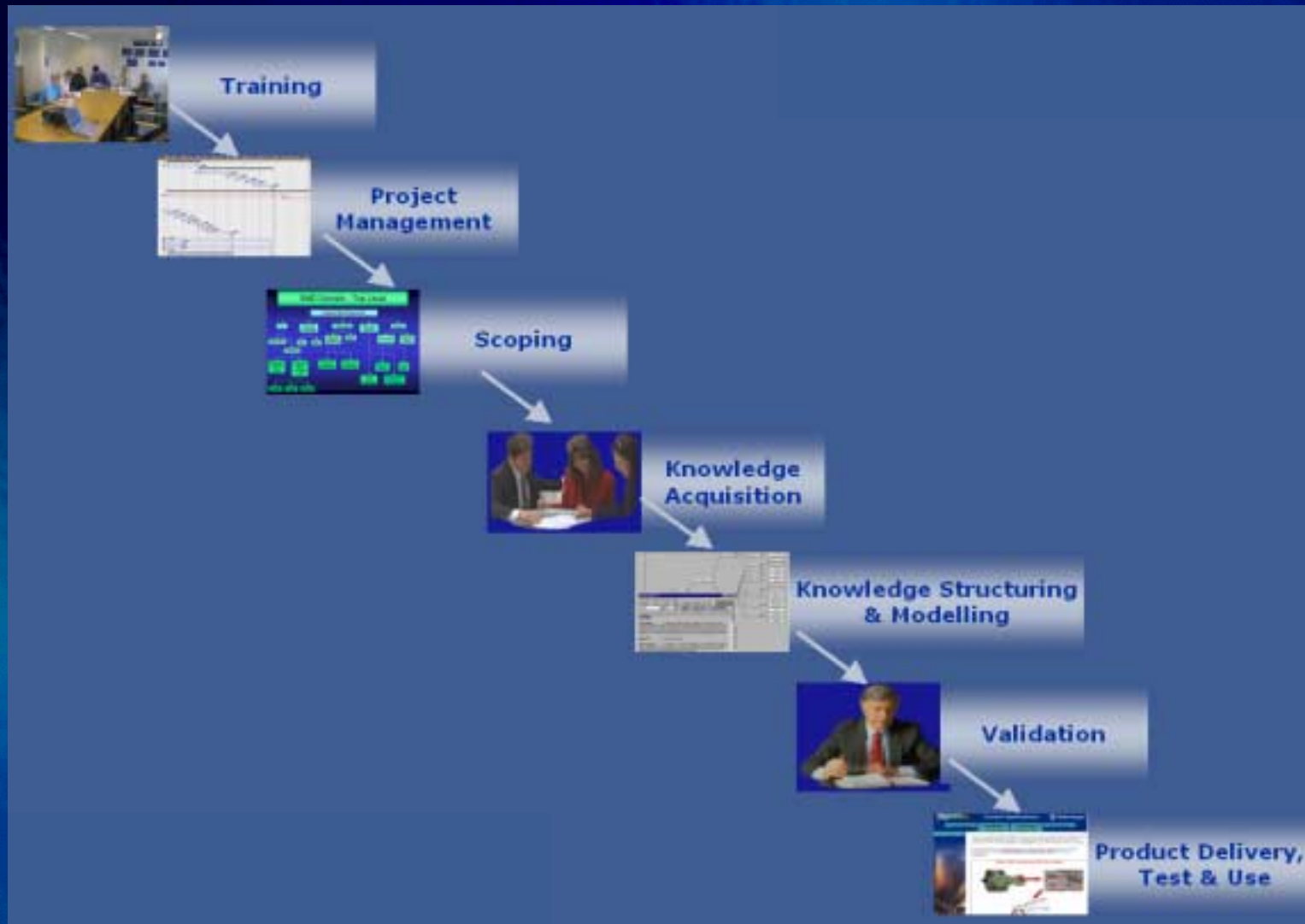


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# Knowledge Acquisition Process



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## 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



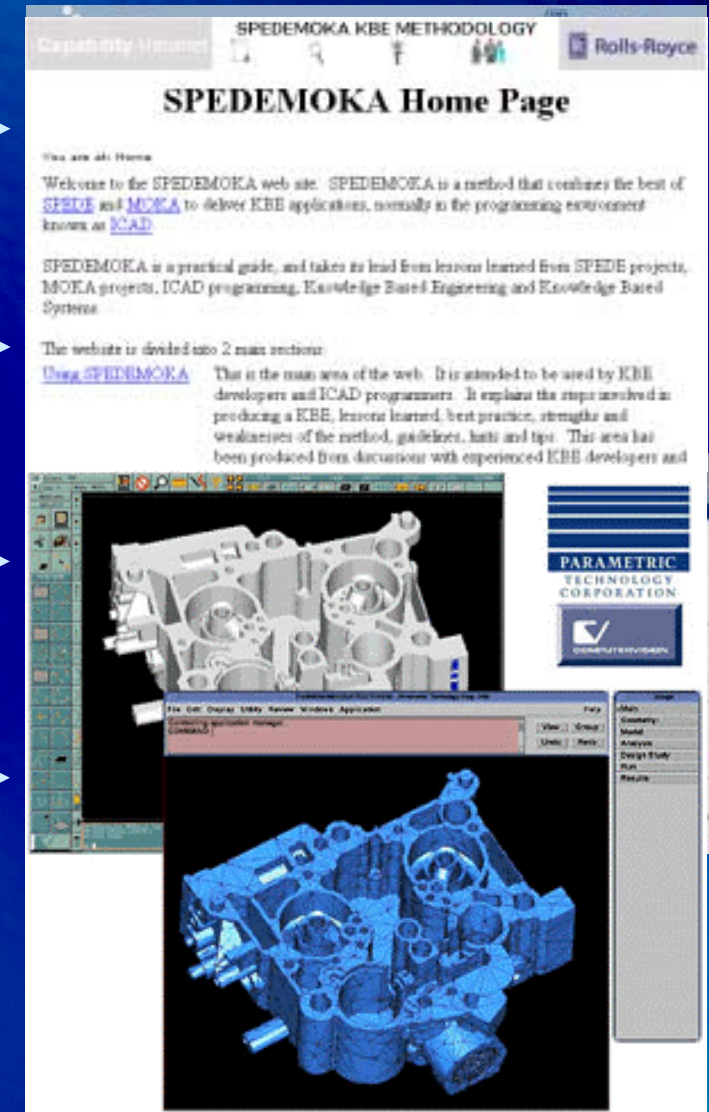
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## Other KM Tools

- Capability Intranet →
- Expert Yellow Pages →
- Information Engineering →
- Knowledge Engineering →



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# KM & Human Resources

- Formal graduate placement
- KM attachment for trainees & secondments
- Workshops
- Appraisals
- Embedding into processes



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## 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



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## 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



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# Questions & Discussion

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