Knowledge Management in Rolls-Royce

Presentation to KMPro

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Rolls-Royce

Agenda

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

Rolls-Royce plc

Airlines

Marine

Defence

Energy

a global company providing power on land, sea and air

Rolls-Royce

Why R-R needs to manage its knowledge well

Rolls-Royce

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

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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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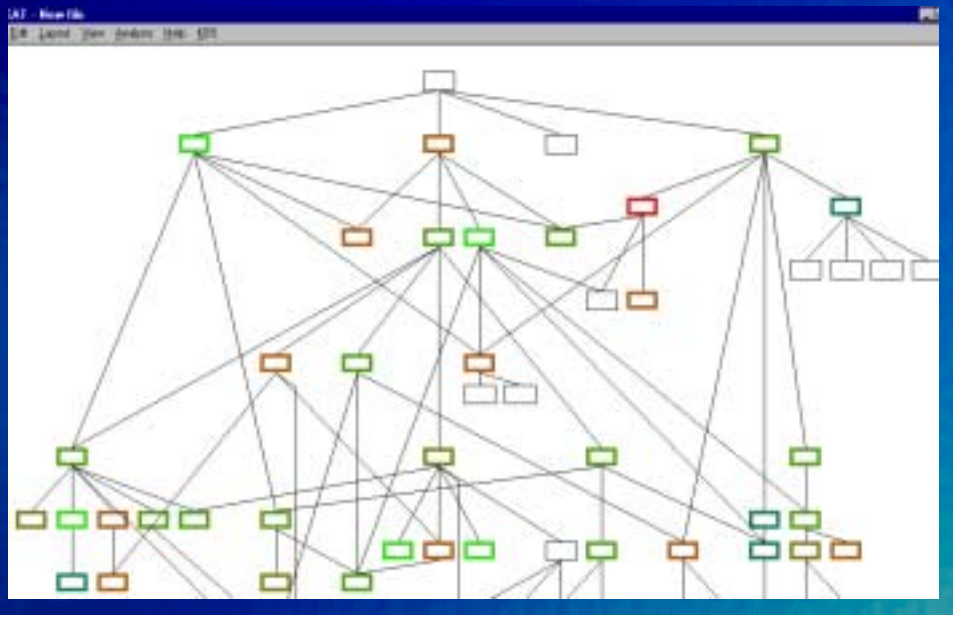
Knowledge Auditing

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



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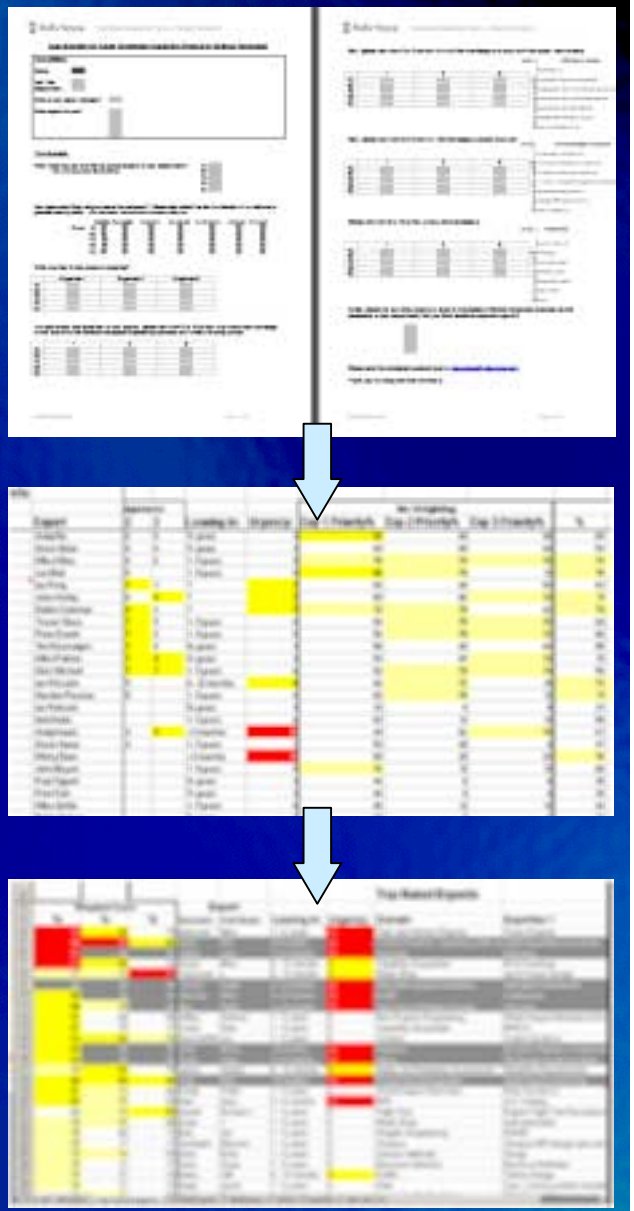
Expert Prioritisation

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



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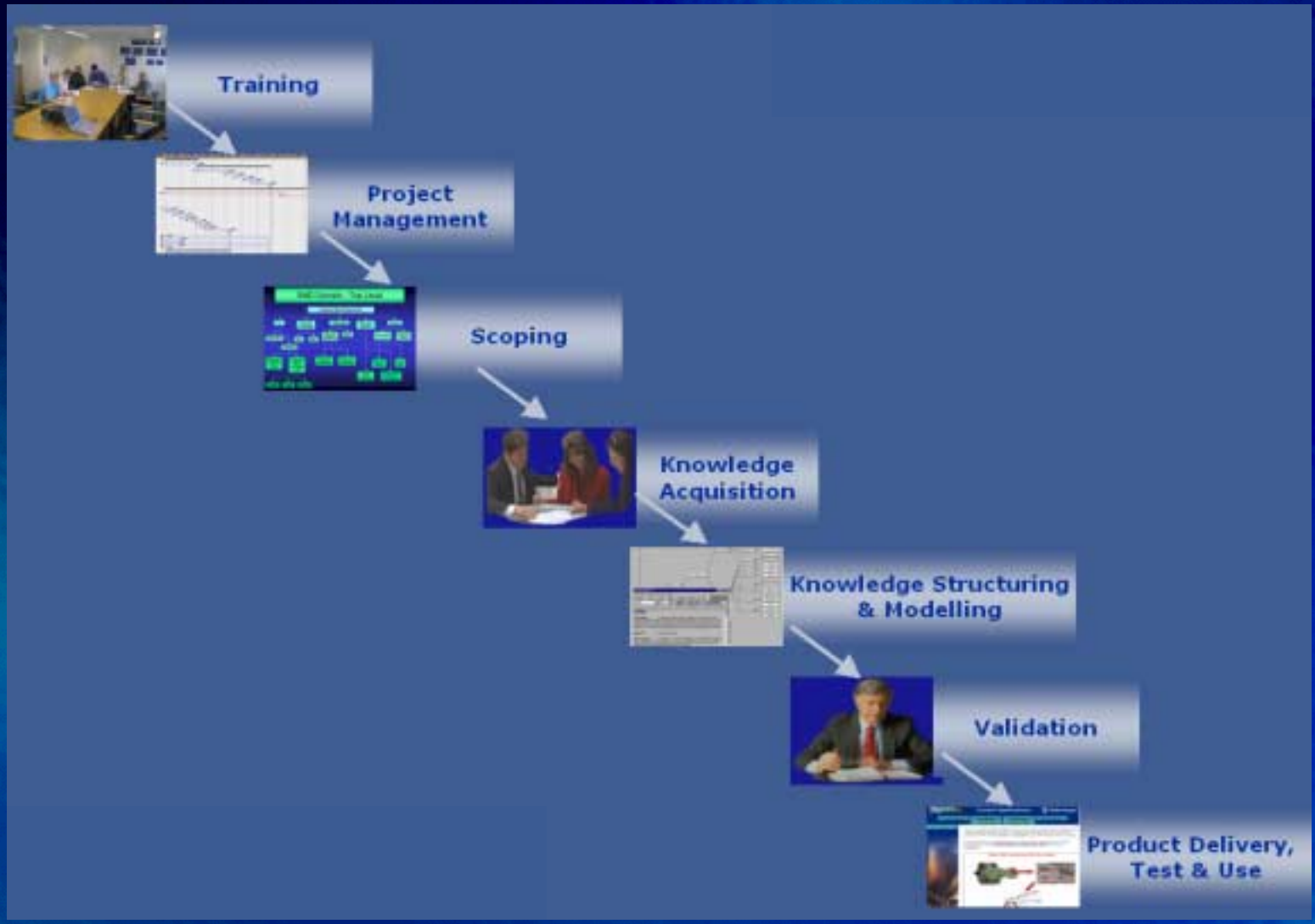
Knowledge Acquisition

- 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

Knowledge Acquisition Process



Peer Assist

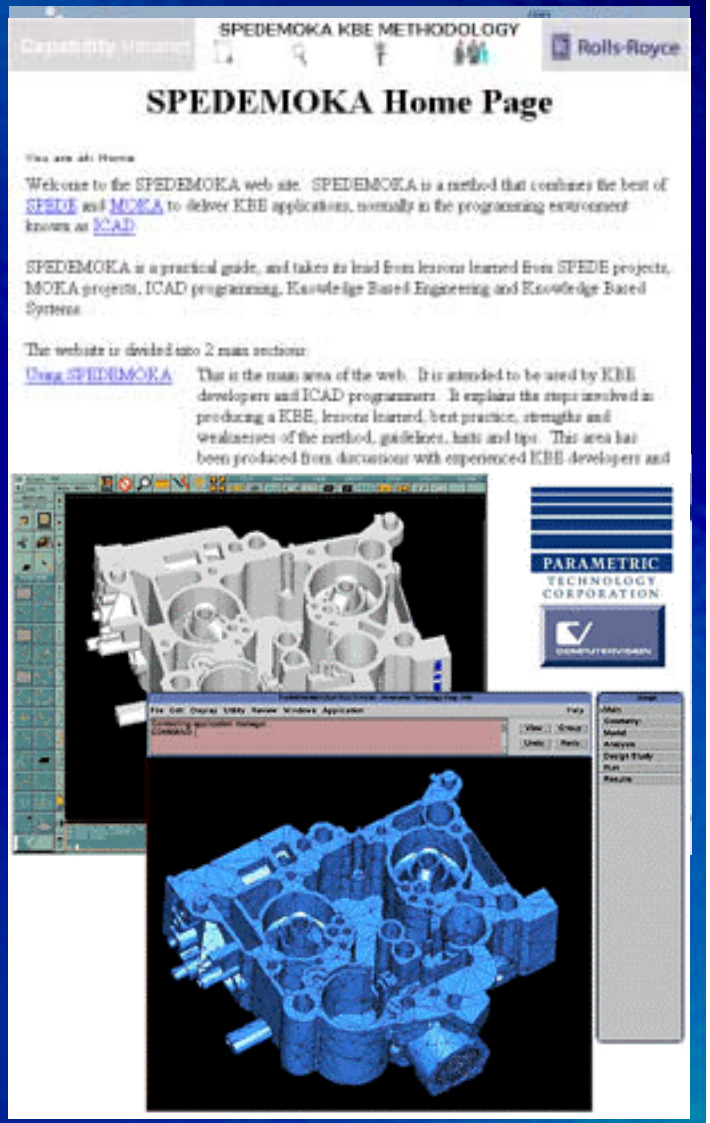
- Shares best practice across similar teams
- Identifies new approaches to project problems
- To be piloted internally

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



Rolls-Royce

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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