**DGT: A bottom-up, “zero-cost” approach**

# Strategy

A knowledge management sector was created in 2013. With the support of the external consultant Deloitte (during 4-5 months), it performed a “knowledge maturity scan” of the organisation. Four dimensions were analysed: Technology, process and organisation, people & culture, content and leadership & governance. After 3-4 preparation meetings, the consultant organized a kick-off event with 100 selected staff members in April 2014. These staff members were divided in groups and interviewed by the consultant about their view of the current situation and a description of the desired situation. Then the consultant helped each group to define actions to reach this desired situation. After a debriefing meeting with the consultant and a follow-up meeting with 35 team members in July 2014, the knowledge management team defined the action plan for the following year. The knowledge management team found this support by an external consultant helpful because it gave legitimacy to the approach and the findings and enabled to bring together 100 staff members. However, the consultant only played a role of facilitator and did not bring any specific input on the action plan.

The result of the assessment was overall good but some specific problems, linked to the organisational structure, were identified, such as working in silos, no sharing of best practices between departments and considering knowledge sharing as an additional burden. In November 2014, the following five principles, adopted in a Directors' meeting, have been identified as a foundation for the DGT's knowledge management framework:

* **My responsibility**: everyone can, and is expected to contribute to a culture of openness and sharing: each one of us can make a difference by the way we work.
* **Open by default**: knowledge sharing works best in an environment that encourages openness, transparency and easy access to information. Open by default applies to all information flows, e.g. to meeting minutes, documents in Ares and collaborative sites (with some obvious exceptions).
* **Out of the silo**: knowledge management applies to all entities and processes, across unit/department/directorate boundaries, avoiding creating a "KM silo, dealt with by the KM people".
* **Systemic**: always keep in mind the "whole DGT" and the impact on its customers.
* **Flexibility and Freedom to Fail** (3F): KM activities adapt to changes in needs, priorities and working methods. New approaches are tried out and tested: possibility for failure or less-than-perfect outcome is accepted as an inherent risk; failure can present a learning opportunity.

Specific actions identified in this action plan include the indexation of documents (including the creation of a taxonomy), an expert locator (searching for people with specific skills based on the eCV), a map of all knowledge and knowledge sharing tools, some specific trainings (delivered by other DGs) about specialist knowledge and the discontinuation of obsolete tools.

The activities of the Knowledge Management sector were described in the same paper (attached below): Being the central coordination point for knowledge management in DGT, as well as the contact point towards other DGs and institutions in this area.

 

# Organisation

DGT counts approximately 3,000 staff members.

The Sector Knowledge management, created in 2013, counts 14 staff members. It includes 10 librarians and 4 FTEs (2 Ads and 2 ASTs) more in charge of the knowledge management strategy.

This sector is located in the HR Directorate (“Resources”) under the professional and organisational development unit.

# Culture/ Change management process

During the whole process, the knowledge management team focused on the “What’s in it for me” for any knowledge management initiative. They also linked knowledge management process to business processes; For example, when a staff member attended a training, s/he was required to prepare a summary of the training for his/ her colleagues.

The knowledge management team leveraged an informal network of ambassadors in all units. They sometimes by-passed the managers to reach out directly to staff members, and sent out “thank-you notes” to these staff members afterwards, cc’ing their managers.

# Contacts

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