

## Advancing Knowledge & Organisational Learning Practice – Shortlisted Applicants



### Western & Southern Financial Group's Knowledge Team

Full Name: Knowledge Services Team

Organisation: Western & Southern Financial Group

Western & Southern has a great tradition of long-serving associates. Many associates have been with the Company 30 years or more, and during that time they have gained a vast amount of knowledge and experience. While these associates are invaluable to the Company, their accumulated knowledge creates a concentration risk within the Company and could even limit additional career growth opportunities for these associates. This combined with an increased need for cross-functional learning, a rapid decrease in the half-life of skills, and an increasingly complex regulatory environment, creates an opportunity for increased knowledge sharing.

*Knowledge Services Team*

Based on results from a needs analysis, the Knowledge Services team identified, implemented and subsequently expanded a comprehensive Knowledge Services function to include Knowledge Transfer and Retention, Communities of Practice, Organizational Network Analysis, and Knowledge Cafés. They have successfully shifted the responsibility for knowledge from individuals to teams, creating a collective learning culture that captures holistic critical knowledge. Since inception, Western & Southern's Knowledge Services team has mitigated single points of failure, ensured knowledge continuity across numerous projects, supported the establishment of various communities of practice, improved service levels, reduced onboarding times, and saved costs to the tune of \$10,000 in a single project.

The application of a wide spectrum of strategies, combined with knowledge sharing, collaboration, and learning orientation to support future improvements, is commendable, as illustrated by the success Western & Southern has achieved to date.

*"The W&S KM approach is helping to drive change in our organization by enabling our associates to have ownership/accountability for spreading their knowledge. This is not only reducing organizational risk and providing leadership opportunities for associates as they share their knowledge, it is lifting the collective capabilities in our organization as this methodology spreads." – Amy Stoll, Senior Organization Development Consultant, Western & Southern Financial Group*