

***“Stickiness” factors in knowledge
transfer and methods to overcome them***

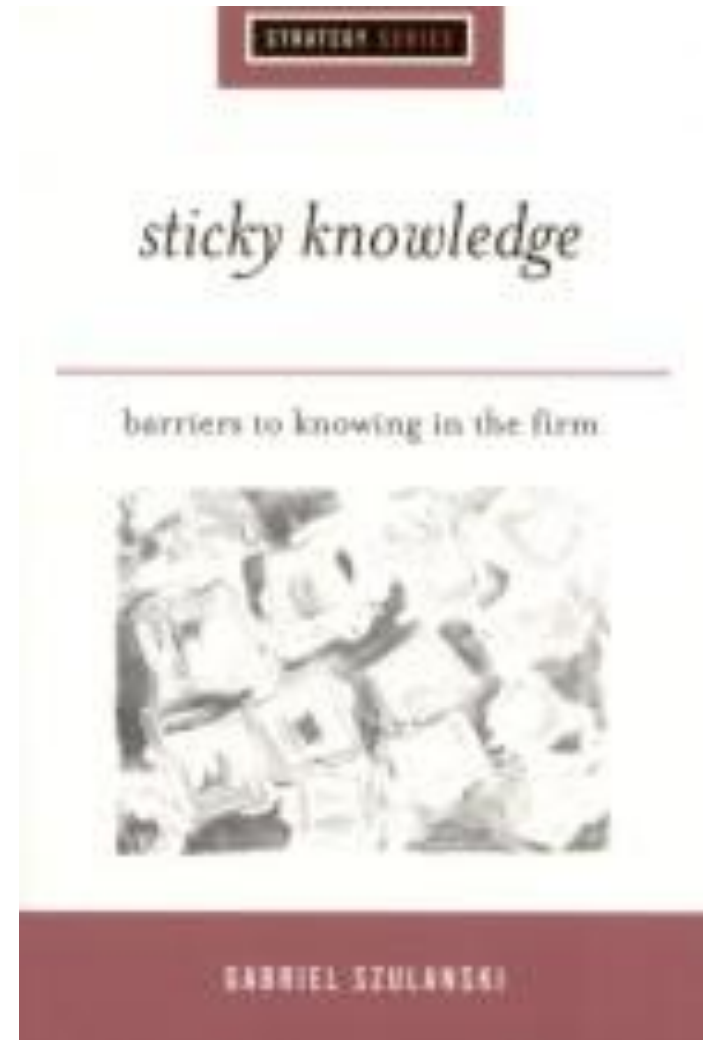
*IKMS - Knowledge Transfer and
Collaboration*

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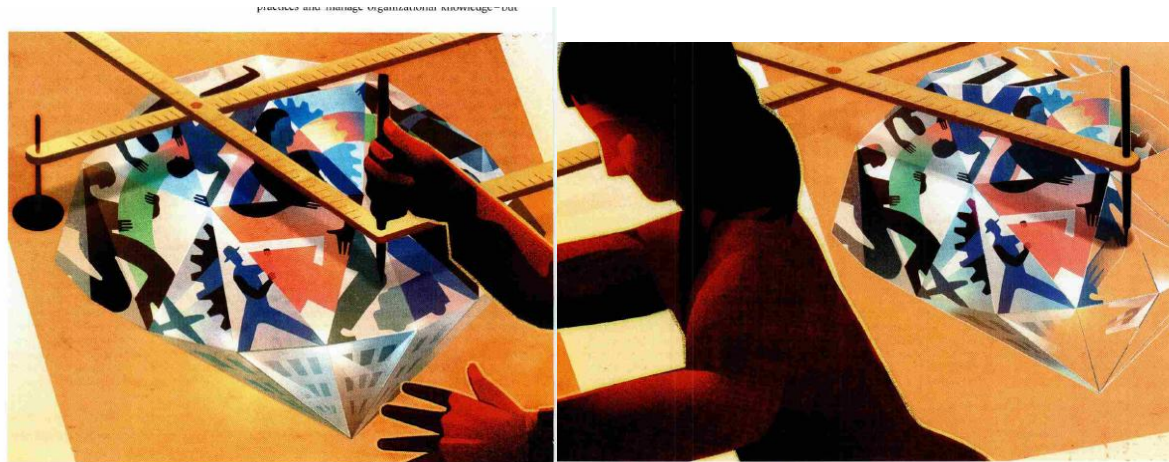
■ Stickiness

“why best practice does not transfer”



■ Replication

“getting it right the second time”





Iteration

Field

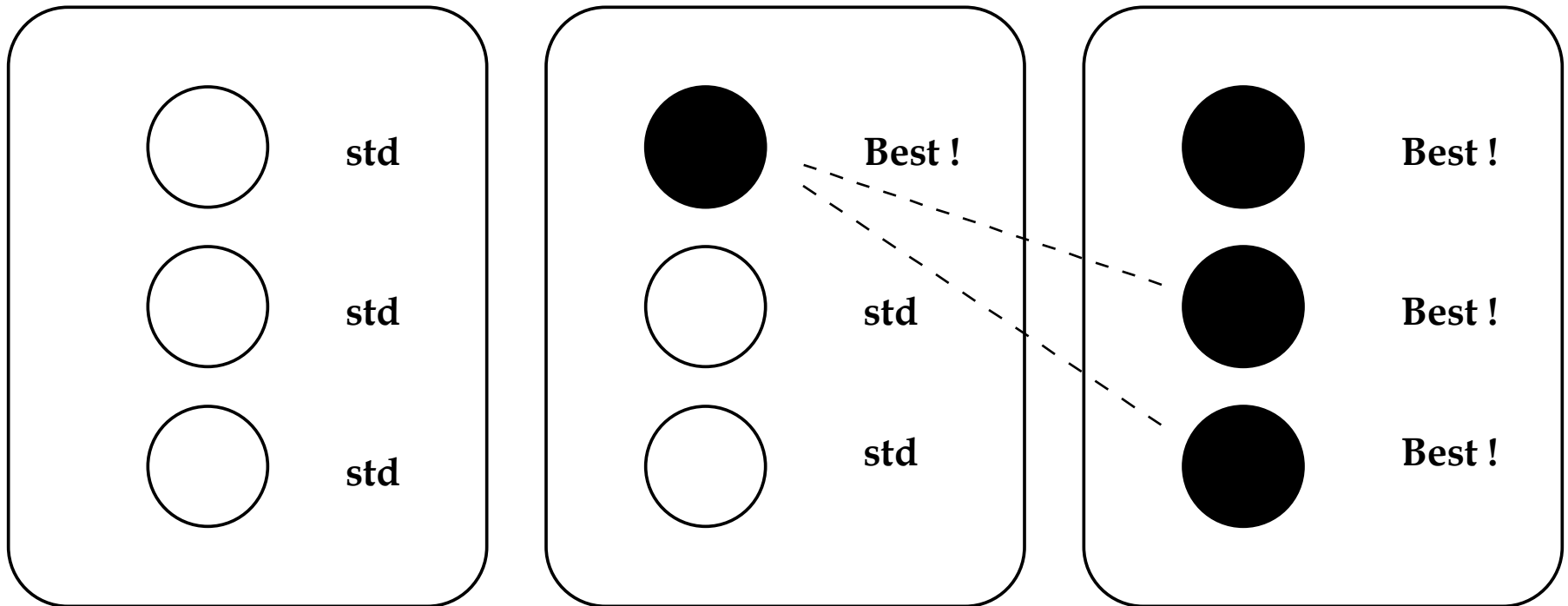
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Quasi Exp
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Template

Quasi Exp

Transferring best practice internally: leveraging knowledge assets



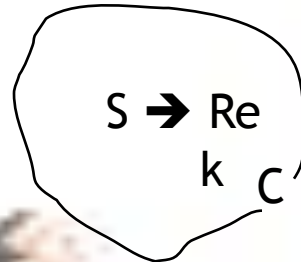
It is not so easy!

- Companies invariably have more trouble than they anticipate transferring know how.
- Not many senior executives (12%) are happy with how their organizations share knowledge.
- Only 31 out of the 143 companies recently surveyed by the APQC claimed **tangible results** from their knowledge sharing efforts. Strikingly only 8 of those could back their claims with solid data !

Barriers

The trick is to predict the barriers to transfer know-how that come from the

S ource
Re cipient
C ontext
K nowledge transferred



Source

Lacks motivation - not willing to invest effort in the transfer.

Lacks perceived reliability - perceived as unreliable source. Their results are not credible or inconsistent. They cannot teach how to do it.

REcipient

Lacks motivation - not willing to invest effort in absorbing the practice.

Lacks absorptive capacity - can't recognize, understand or implement.

Lacks unlearning capacity - can't forget their old habits. Hard to teach "new tricks to an old dog".

Context

Barren context - no pressure to transfer, not easy to get support.

Arduous relationship - donor and recipient relationship is not straight forward.

Knowledge

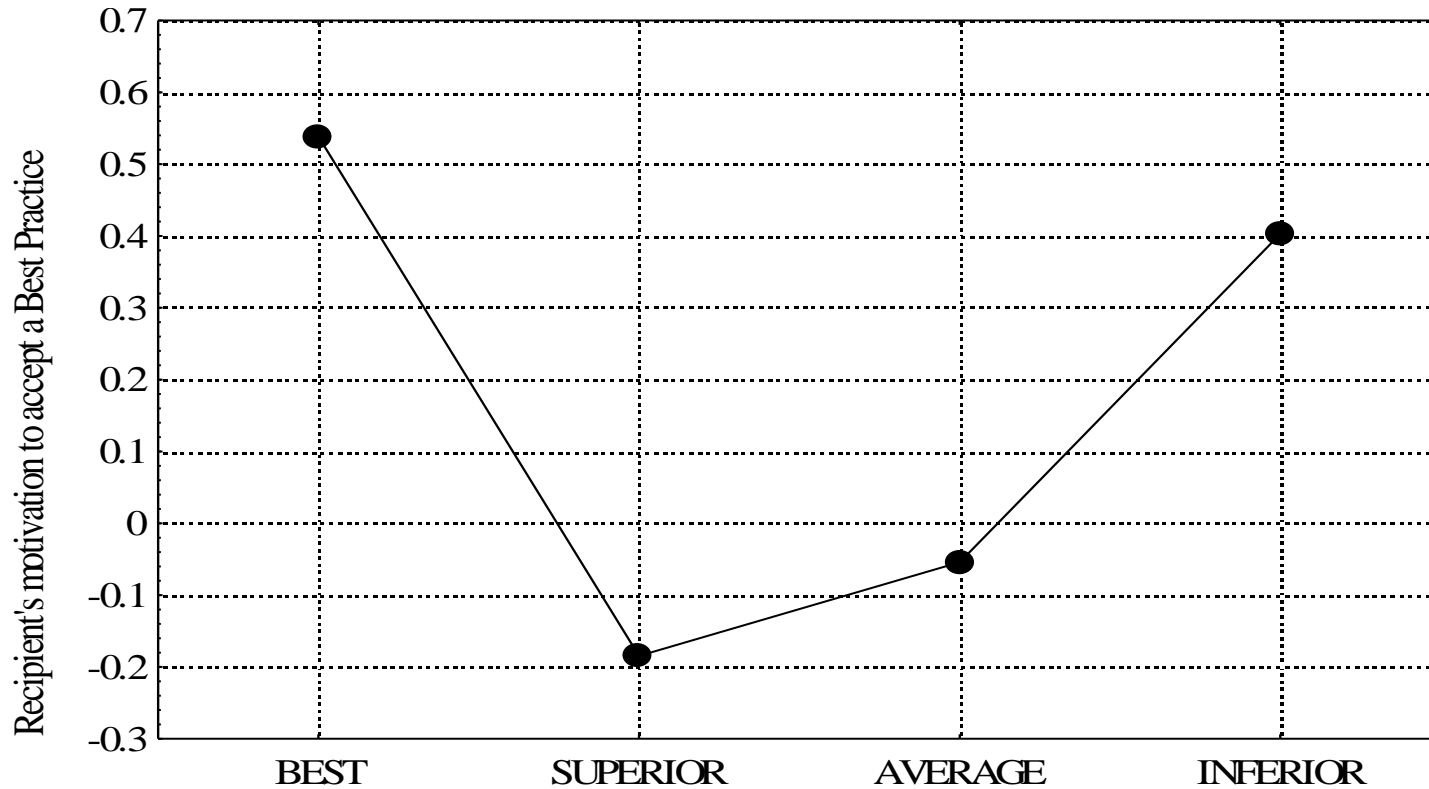
Causal ambiguity - practice is not well understood. Components and interaction not well identified. Limited ability to predict results. Limited ability to explain results

Unproven - no evidence out there that proves that this is a good thing. No track record of transfers.

Sources of « Stickiness » in Knowledge Transfer

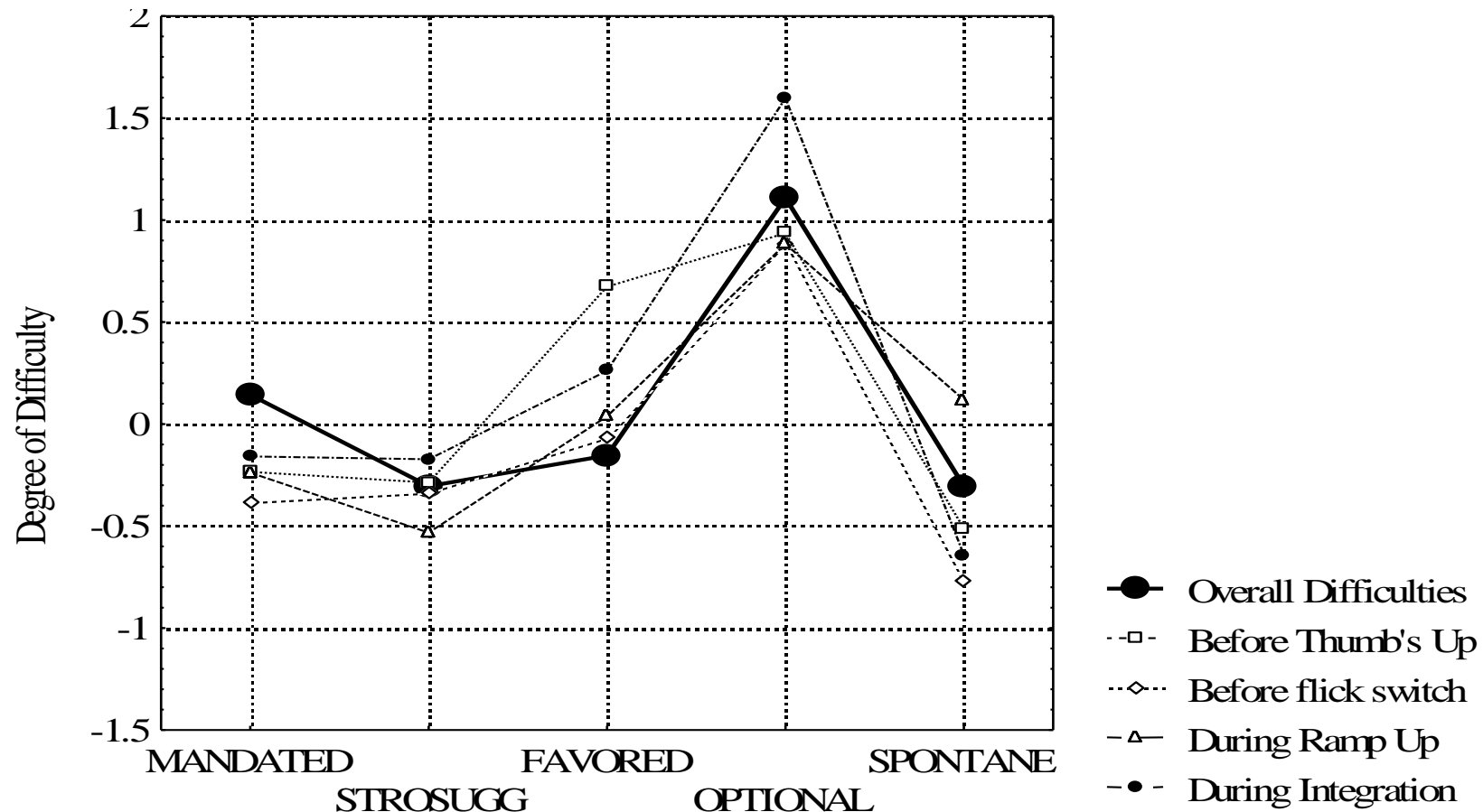
- *Causal Ambiguity* make difficult to have a precise modelling of the causes and effects relationships. Causal ambiguity exists when tacit knowledge is at the core of the functioning of the practice.
- *Lack of Absorptive Capacity* by the recipient unit who is not capable of interpreting the knowledge transfer and to apply it. Here again, tacitness may constitute a barrier to knowledge transfer when the recipient unit has not the inside resources to “crack” the implicit, non-verbal elements of the practices
- *Arduous Relationships* that exists when tacit knowledge requires multiple interactions between individuals, particularly when geographical and cultural distance are present.

Who are the most motivated recipients?

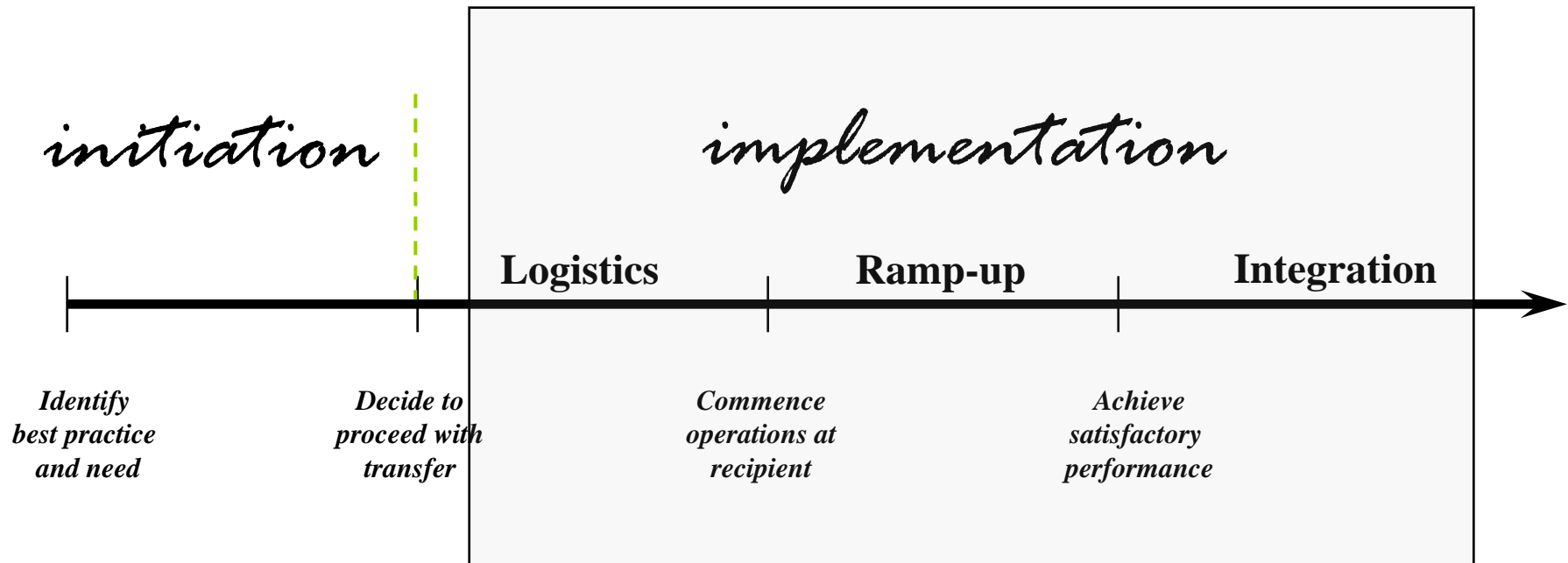


Compared to similar units, the recipient unit sees itself as . . .

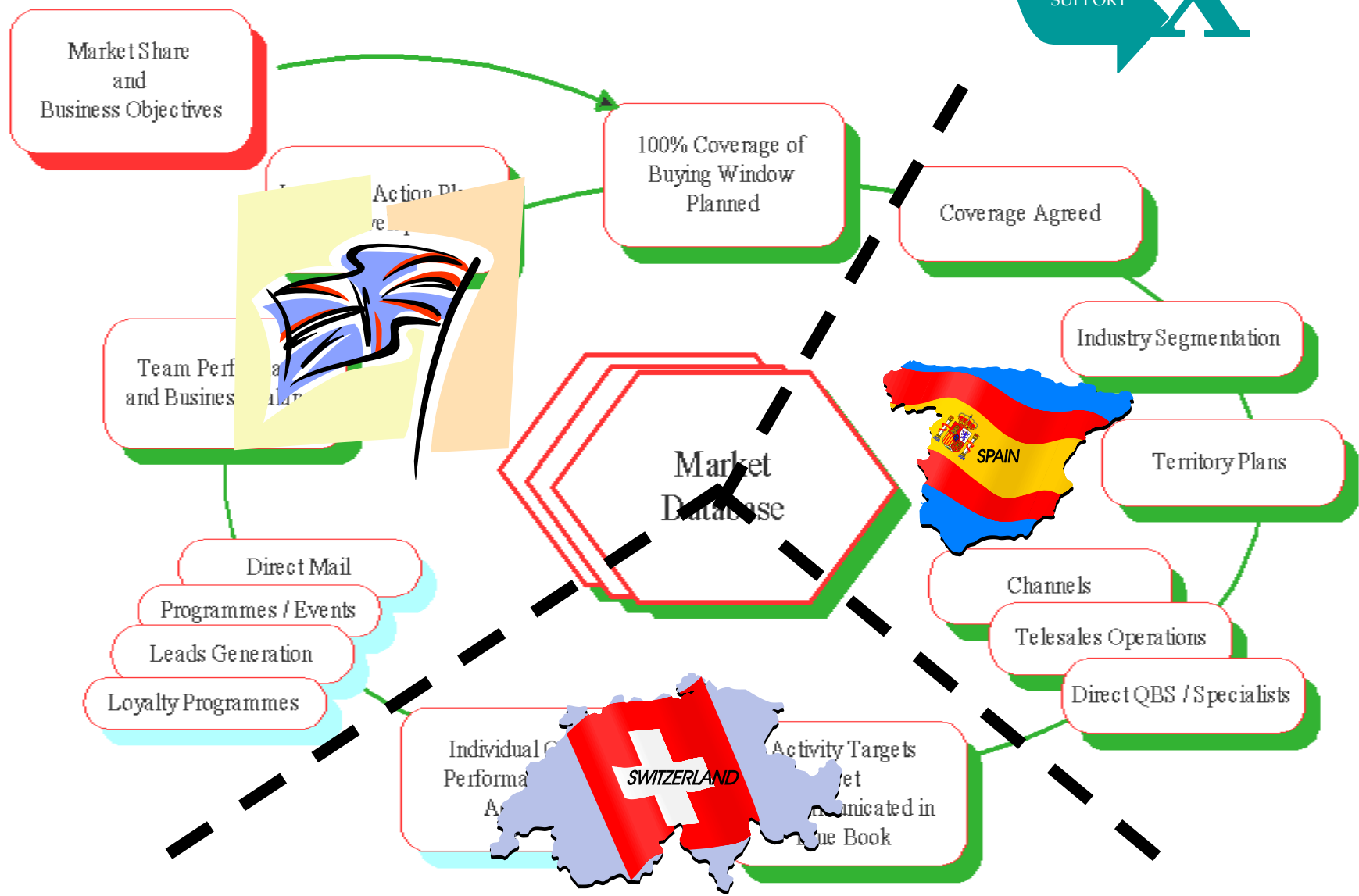
CEO approach and difficulty



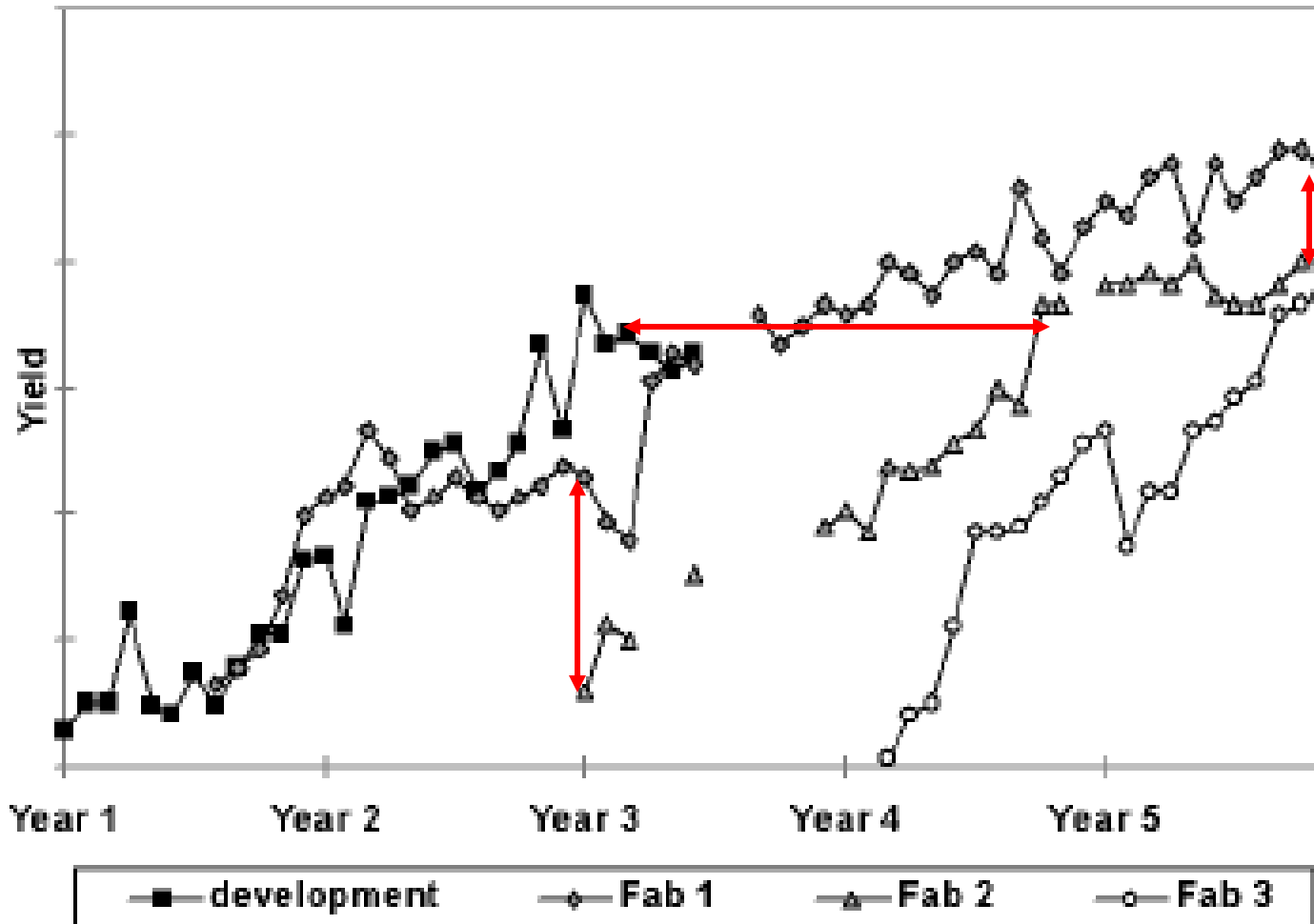
Stages of a transfer



Source – Intra-Firm Transfer of Best Practice Project,
APQC www.apqc.org

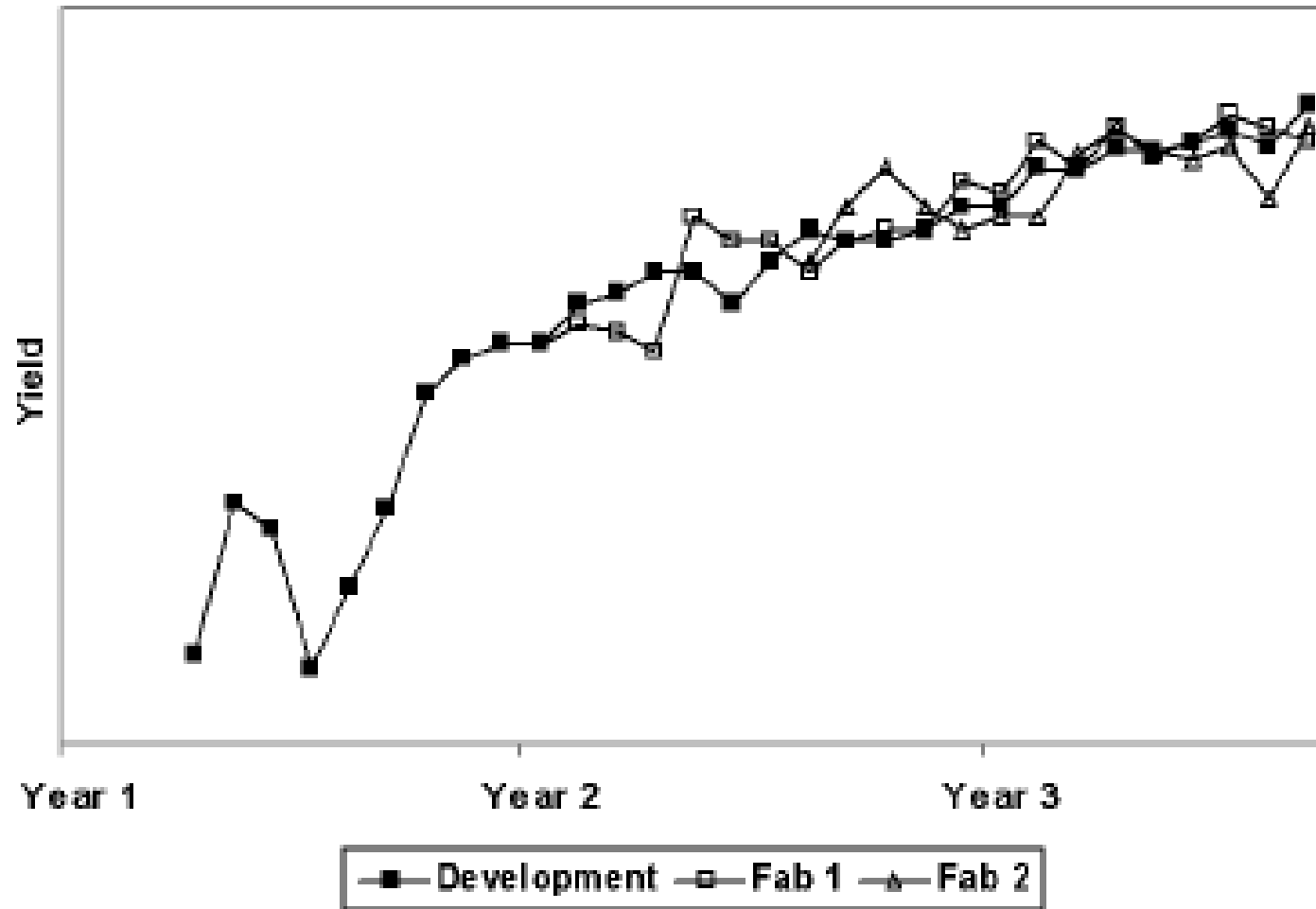


Replication at INTEL: “Copy Selectively” Strategy



Source: McDonald (1998). The Evolution of Intel's Copy EXACTLY! Technology Transfer Method. Intel Technology Journal Q4/98

Replication at INTEL: “Copy EXACTLY!” Strategy



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discussion

thank you !

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