

57th IAA SYMPOSIUM ON SAFETY, QUALITY AND KNOWLEDGE MANAGEMENT IN SPACE
ACTIVITIES (D5)

Emerging trends of knowledge management in organizations (2)

Author: Ms. Michelle Drabik

Jet Propulsion Laboratory - California Institute of Technology, United States,
Michelle.Drabik@jpl.nasa.gov

Prof. Caroline Coward

NASA Jet Propulsion Laboratory, United States, caroline.m.coward@jpl.nasa.gov

NOW IS NOT THE TIME: CAPTURING ORGANIZATIONAL KNOWLEDGE IN THE WAKE OF
UNCERTAINTY**Abstract**

If your organization has an effective knowledge capture, transfer, and archiving workflow, you may feel confident that you are consistently harvesting knowledge from key employees well prior to offboarding. But when reductions in workforce (RIFs) are announced, there may be an urge to frantically try to capture outgoing knowledge from as many employees as possible. In fact, the time immediately before and during layoffs is suboptimal for knowledge capture. The time immediately after layoffs is also not ideal, due to the perception that the capture target is next on the RIF list.

Building on the recent experience at NASA's Jet Propulsion Laboratory, the authors will discuss best practices around the timing and deployment of knowledge capture during organizational uncertainty. We will discuss when - and when not to - identify and approach targets, and how your messaging should be modified so as to create trust in and comfort with the process.