

COGnicity ...

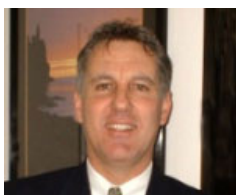
The Mind Garden for Mentors and Mentees



COGnicity is the official newsletter of Mentoring for Success™ (Pty) Ltd

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Philip Marsh
Managing Director

A warm *Hello* to all our clients and readers, and may 2009 be all you wish it to be.

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Shelley Marsh
Program Director

Essential Wisdom in a far too serious world...

1. Law of Mechanical Repair:

After your hands become coated with grease, your nose will begin to itch or you'll need the loo.

2. Law of the Workshop:

Any tool, when dropped, will roll to the least accessible corner.

3. Law of Probability:

The probability of being watched is directly proportional to the stupidity of your act.

4. Law of the Telephone:

If you dial a wrong number, you never get a busy signal.

5. Law of the Alibi:

If you tell the boss you were late for work because you had a flat tire, the very next morning you will have a flat tyre.

6. Variation Law:

If you change lanes (or traffic lanes), the one you were in will start to move faster than the one you are in now (works every time).

7. Law of the Bath:

When the body is fully immersed in water, the telephone rings.

8. Law of Close Encounters:

The probability of meeting someone you know increases when you are with someone you don't want to be seen with.

9. Law of the Result:

When you try to prove to someone that a machine won't work, it will.

Interesting Times...

2009 is definitely going to be one of the most 'interesting' years we have known, in our lifetime anyway! The world is going through a serious economic crisis, the kind of which we have not experienced since 1929. We South Africans are yet to feel the full impact and may be less affected in some areas, but we still need to plan ahead and be more innovative than we have been in the past.

Sometimes events are bigger than us..... this is one of those times! It was Benjamin Disraeli who said "As a rule, he or she who has the most information will have the greatest success in life."

These words of wisdom apply to organisations equally - Having the right information flow & knowledge transfer in your business is going to be vital to survival. 'How' you do this, is going to be the formula which will not only see your organisation through the approaching difficult period presented by this economic crisis, but will ensure your organisation and your people 'Thrive' in spite of it.

Knowledge Transfer forums need to be set up to support senior and experienced knowledge workers in your organisation to ensure that they can confidently engage with the critical Talent in your organisation at every point of their evolution; make the right information available and ensure the integration of this knowledge is most effectively and efficiently shared and stored. All this should be in line with your company's culture and any HR initiatives. This cannot be done in any external environment. We hope this has given you some food for thought.

Traditional and often expensive "off site" training courses, workshops, business school programs and seminars need to be integrated and measured by organisations to ensure that learning and the theoretical knowledge is integrated and practiced. To derive the full benefits of this type of learning to survive the looming challenges facing all of us, is to put a structured program in place in your organisation.

We also need to harness the internal wisdom and experiences which are unique within each and every organisation and which cannot be 'captured' and retained through generic training programs. Internal Formal & Structured Knowledge Transfer is going to be the crucial element in surviving these so called 'interesting' times.

Development forums need to be set up to support senior and experienced knowledge workers (your Exco &/or Manco) in your organisation to ensure that they can confidently engage with the Key Talent in your organisation, make the right information available and ensure that the integration of this knowledge is most effectively and efficiently shared and stored, in line with your company specific culture and processes. This cannot be done in an external environment alone.

Mobility & Mentoring ...

There are now 3 billion mobile phones on the planet and only about 1 billion people on line, according to recent Google research. To put this in further context, there are more mobile phones than TV's, PC's & cars **PUT TOGETHER!** So Mobility is rated as one of the top 3 trends to act on in the next year.

All mentors and mentees in our client companies programs are kept connected, updated and fully informed on what is happening on the program through mobile contact. Follow up meeting information and crucial advice in keeping them on track and engaged and is communicated efficiently & effectively through their mobile phones and they are also able to communicate their questions, concerns & successes with us - whilst on the move!

Staying hooked & informed is what keeps successful programs on track. If you keep in mind that it is a fundamental 'Human Need' to be connected, this is proving to be a winner!

mentoring for success

2 Day Mentors Masterclass

Empowering Managers to be effective Mentors

6th/7th MAY - JHB

BOOK HERE

"The ultimate leader is ...

... one who is willing to develop people to the point that they eventually surpass him or her in knowledge and ability"

Fred A. Manske, Jr.

... one who has the capacity to make things happen that would otherwise not happen.

Thomas E. Cronin

The critical Sources of Learning

Experiential Learning

Group Work / Life Skills / Shadowing / Work Observation

Learning Materials

Books / e-Learning / Websites / CD's

Learning Projects

Developmental / Fieldwork / Research / Knowledge Maps

People & Benchmarking

SME's / Knowledge Networks / Best Practice / Specialists

Classroom Training

Workshops / In-House Training / Conferences

Company & Industry Specific

Communities of Practice / Policies / Procedures / Forums

Upcoming Events...

"Preparing an effective Knowledge Management Strategy" will be presented by Philip Marsh at the IIR's Learning Organisations Summit 2009 on 16-19 March at the Hyatt Regency, Rosebank.

Special Feature - Knowledge Management practices for Mentors and Mentees

Tacit Knowledge Discovery and Capture:

One of the most important and difficult sources of knowledge to tap in organizations, is that of the subject matter experts (SME's), process owners, and other specialists or senior managers. The Knowledge Management fraternity refers to this as Tacit, or captive, Knowledge.

However, giving it a label and making it happen are two very different things. Busy agendas, lack of capability or capacity and often a "knowledge is power" mindset, makes this a very difficult task to accomplish.

At the Knowledge Management Institute (Pty) Ltd, which is the major shareholder of Mentoring for Success™, we have developed a specific process for discovering and capturing tacit knowledge.

This process can be particularly useful when combined with a structured Mentoring program. A short introduction to this unique process is summarized below:

- Identify and profile the typical end "knowledge user"
- Agree on the most appropriate mediums – group session, electronic, paper, slides, video, audio etc
- Identify and map the core knowledge need – eg. a core business process or workflow etc
- Articulate the purpose of sharing and the key learning objectives
- Develop process maps, workflow diagrams or other "props"
- Develop a logically sequenced set of structured questions and answers
- Prepare the subject matter expert for the interview process
- Capture the knowledge, package appropriately, share with Mentees and other knowledge seekers & store
- Remember that knowledge is "information in context", so make sure that you build acceptance of the process of tacit knowledge capture, awareness of the knowledge assets created and ensure that their relevancy is maintained by keeping them up to date.

If effective **knowledge transfer** is an essential component of sustainability and competency development in your organization and you need assistance with achieving any of your Knowledge Management objectives, contact Philip at Philip@kminstitute.co.za

[Read More About the Benefits of Mentoring for Success™](#)

Success Stories and Tales Worth Telling - Mentee Profiles

Mentee Profile - Ofentse Boikanyo: Howden Group

Ofentse Boikanyo of the Howden Power Division proved to be the 'Success Story' of our Mentoring For Success™ program intervention in the broader Howden Group for 2008. Ofentse was not only awarded the Mentee of the Year Award at a special function in December, but he also was lauded for leading the team of mentees in the final Module of the program, which is the Make-a-Difference (MAD) project. The team project was to make Howden an attractive & exceptional company to work for with a view to being listed on the Deloitte & Touche 'Best Company to Work For' survey, which has been fully endorsed by the Howden executive team! A truly exceptional effort!



Ofentse, seen above, 2nd from left with Philip, Shelley, Shane Meyer, (MD) & John Shaw, Mentor of the Year 2008.

Another exceptional project completed by the mentees from the Three Cities Hotel Group – Africa's Exceptional Hospitality Group

The Three Cities Hotel Group has become synonymous with success and their high performance culture was firmly embodied in their STARFISH Mentoring for Success™ program over the last 3 years. This achievement culture was demonstrated in the Gauteng Mentees IMBEWU project, a community development project, created & run entirely by the mentees, in which they sourced a large piece of ground near to 3 local communities & close to their Alpine Heath property.



They negotiated & obtained support from local farmers, suppliers & customers and established a vegetable garden for the local community to own and sustain and earn an income from.

Seen here on the property prior to development, is Shelley (Program Director) standing with Lulama Macikini, Françoise Muller (GM – Alpine Heath), Charmaine Mokoena and Patrick Tshabalala. Local farmer Miele (far right) not only assisted with providing equipment to subsequently clear and plough the land, but also donated seeds and fertilizer.

KM Tips, Tricks and Techniques...

Tip No. 1

Develop an induction program that combines discussions with your subject matter experts – create a "know-who" organization.

Tip No. 2

Mentors should employ all 6 of the key roles of the Mentor and avoid getting stuck in "alternative manager" mode.

Tip No. 3

Capture and transfer knowledge in small granular bits – not big chunks, which are often forgotten

Tip No. 4

Do not rely on technology to get your knowledge management to work – the synthesis between people and process is far more important

More Tips, Tricks and Techniques...

Tip No. 5

Identify a clear set of KM roles and responsibilities amongst the key knowledge stakeholders

Tip No. 6

Reduce the burden on a few subject matter experts by establishing Communities of Practice that many knowledge workers can participate in

Tip No. 7

Initiate Knowledge Sharing forums that are focused on specific challenges or knowledge needs – not just generic discussion forums

Tip No. 8

Remember that knowledge is made up of complex cognitive thought and memory processes and cannot be captured if it is not Volunteered.

The Mentors Forum™ has

proven to be one of our most successful launches in the past year. Mentors are the most important element of a successful program & being an excellent mentor is an acquired competence. [See The Mentors Forum™ on our new website](#)

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We would like to acknowledge that you may not have requested this newsletter. The Mentoring for Success™ team is in the process of creating a regular mailing list of only those people interested in our Mentoring news and events. So, whilst this may initially be unsolicited email, we are committed to not doing mass mailings of this sort to you again, unless you would like to be part of our growing Community of Mentoring Practice. If you do not wish to receive any further correspondence of this sort, please select the UNSUBSCRIBE option.

