

# Operational knowledge sharing as an organizational capability

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## Structured training combined with employee driven practice development creates a foundation for process improvement

The aim of this project is to investigate how effective training and knowledge sharing can become a part of the daily work, to create a highly adaptive and effective production in Denmark.

Many production companies have the ambition that new employees are trained as quickly as possible to a level where they can produce at full capacity. Also, new and current employees must gain sufficient work process insight to contribute to continuous development of their skills through knowledge creation and sharing and hereby continuous develop the performance.

### Research questions

1) How can COP and TWI-JI be integrated in to one model and what are the steps for implementation? **And** 2) How is operational knowledge sharing implemented and sustained, and what promotes/inhibits knowledge sharing?

### Conceptual model/theory

Training Within Industry – Job Instruction (TWI-JI) is a methodology for quickly training employees to perform specific production processes. However, while TWI-JI is well suited for training defined tasks it is not a general knowledge sharing and creation framework. Where as Communities Of Practice (COP) have shown to have a positive effect on knowledge sharing, improvement suggestions and efficiency development.

COP is a theoretical framework of knowledge sharing practice that is based on interpersonal relations and socialization between individuals that shares an interest in a practice. The members' of a COP develops technical and social competences that support the creation, sharing and utilization of knowledge.

### Method

Year	2015					2016					2017					2018				
Quarter	Q4		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Phases	1. Phase: Theory study and design					2. Phase: Field work 1.1 and 1.2					Writing	3. phase: Field work 2.1		Abroad	3. phase: Field work 2.2		Writing			
Publication					Nr. 1								Nr.2					Nr. 3	Nr. 4	
Team 1	Baseline				Intervention (1. iteration)		(2. iteration)				Intervention (3. iteration)									
Team 2	Baseline				Reference		(2. iteration)				Intervention (3. iteration)									
Team 3	Baseline				Reference						Reference									

Phase 1 consists of a theory study and an analysis of the existing training and improvement at Novo Nordisk, which leads to design of model and a process. In phase 2 and 3 the model and process is tested at Novo in 3 iterations in 3 different teams (unit of analysis).

### Expected results

It is the purpose of this project to develop and test a model for operational knowledge sharing that integrate socialization and learning from COP's and job training from TWI-JI in to a common framework.



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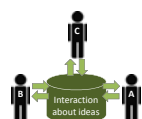
Novo Nordisk

### Funded by:

Novo nordisk and DTU

### Start and completion date:

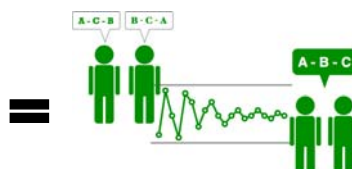
1 October 2015 to 12 January 2019



Employees improves processes by improving their own job practice through continuous interaction where ideas are shared and problems are solved. These interactions constitutes COMMUNITES OF PRACTICE.



Knowledge is disseminated to the complete workforce and their training is documented by applying a training process (4P) and a specific codification of knowledge (Job Instructions). This stems from TRAINING WITHIN INDUSTRY – JOB INSTRUCTION.



A model for OPERATIONAL KNOWLEDGE SHARING should result in practice harmonisation, process stability and improved performance.

Scan to learn more about the project

