



Webinar - Empower 2023 Transitions

Empower Transitions:
Cultivating a Knowledge-Sharing Culture
in IT



Vision

Why are we doing this? Why is it important?

Trusted advisor

- Advisory on strategic sourcing (ITO, BPO)
- Executive Transition Advisory (Assisting leadership teams with the organizational change, governance and collaboration)
- Tender advisory and execution
- Due diligence support
- Contract negotiation
- Conflict resolution

Solution and team-based opportunities

- Engaging consultants across practices to deliver holistic solutions
- Expand professional knowledge within and in our engagements
- Provide a broad range of experience through teams in stead of individuals

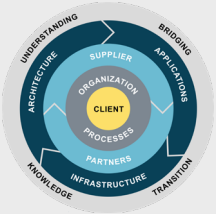
Cross practice and global reach

- Exceptional quality of service in our deliveries by constructing cross-functional teams across practices
- IT Transition Services is borderless and delivered through guiding principles, bridging and Transition & Transformation model

We create **lasting**
results through **bridge**
building and **cross-**
functional teams

Engagement principles, solutions and services (selection)

Principles and words to live by!



- > **Our starting point is always the customer's context and perspective** to ensure customer ownership and keep us grounded.
- > **We look across competencies, skills, and organizations** to set the right team.
- > **We assume overall responsibility for the solution and service** effectively adding value to the customer as a team.
- > **We actively use our experiences** and support the customer wherever they need it.

Professional expertise
Cross-functional team
Best Practice
Guiding principles

IT Transition & Transformation

Transition Management

Leading complex IT transition and transformations

Outsourcing advisory

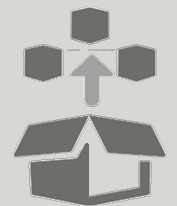
Obtain more effect from your strategic initiative

SIAM implementation

The good path toward service integration and multi-sourcing

Service Transition

Effective projects and lifecycle management of IT operations



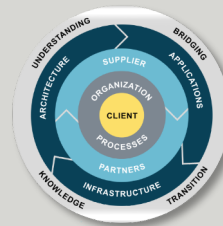
Tried and true solutions, services, and approaches delivered by established teams

Strategic Journeys to the Third Reality

Realize outcome through IT Transition services

	Strategic initiative	T&T / Integration	Stabilization	Third reality
Merger & Acquisitions	<ul style="list-style-type: none"> a) Scale up (growth) b) Scale out (growth, expand) c) Capabilities (accelerate strategy, expand, market position) 	<ul style="list-style-type: none"> a) Integrate target by absorption and transition b) Integrate target by merging and integrating (business transformation and T&T) c) Integrate target by merging with or without integration (business transformation and T&T) 	<ul style="list-style-type: none"> a) Stabilize business as usual and retain operating model b) Finalize organizational implementation and integration. Stabilize operations. c) Finalize organizational implementation and integration. Stabilize operations. 	<ul style="list-style-type: none"> a) None - retained operating model b) Merged culture and new operating model c) Merged culture and new operating model or retained operating model and culture + stand-alone new operating model and culture
Sourcing (In- / Out-)	<ul style="list-style-type: none"> a) IT Outsourcing (ITO) b) IT Insourcing (ITI) c) Business Process Outsourcing (BPO) 	<ul style="list-style-type: none"> a) IT Transition & Transformation b) Adapted IT Transition & Transformation focusing on building capabilities c) Adapted Transition & Transformation 	<ul style="list-style-type: none"> a) Finalize organizational implementation. Stabilize operations, including service readiness testing. b) Finalize implementation of capabilities and organizational implementation. Stabilize operations. c) Same as b) 	<ul style="list-style-type: none"> a) ITO is operational and in a steady state. The new operating model is implemented, including organizational implementation. b) ITI is the Same as a) c) BPO is the same as a)
Service Transition	<ul style="list-style-type: none"> a) Modernization of technology landscape b) Cloud migration c) Managed service d) New systems and solutions 	<ul style="list-style-type: none"> a) Adapted IT Transition & Transformation b) Cloud Transition & Transformation c) Adapted IT Transition & Transformation d) Adapted IT Transition & Transformation 	<ul style="list-style-type: none"> a) Finalize organizational implementation. Stabilize operations. b) Finalize organizational implementation. Stabilize operations, including service readiness testing. c) Same as a) d) Same as a) 	<ul style="list-style-type: none"> a) Updated operating model and operational b) Cloud services is operational and operating model is implemented c) Same as a) d) Same as a)
Value proposition	<ul style="list-style-type: none"> › Transition & Transformation advisory and planning (Tendering, sourcing strategy, Due Diligence) › Cloud Transition and Transformation advisory 	<ul style="list-style-type: none"> › Transition & Transformation execution › Cloud Transition & Transformation execution 	<ul style="list-style-type: none"> › Organizational implementation › Stabilize operations and reach a steady state 	<ul style="list-style-type: none"> › Realize Business outcome › Realize Transition & Transformation outcome › Lessons learned and handover to business for continuous improvement

End to end Programme Management, Executive and Management advisory, Programme execution and organizational implementation



Knowledge Transfer Challenges

Why is Knowledge Transfer complex and difficult to achieve in a good and sufficient quality?

Tacit & Explicit
Knowledge

Skills &
Competencies

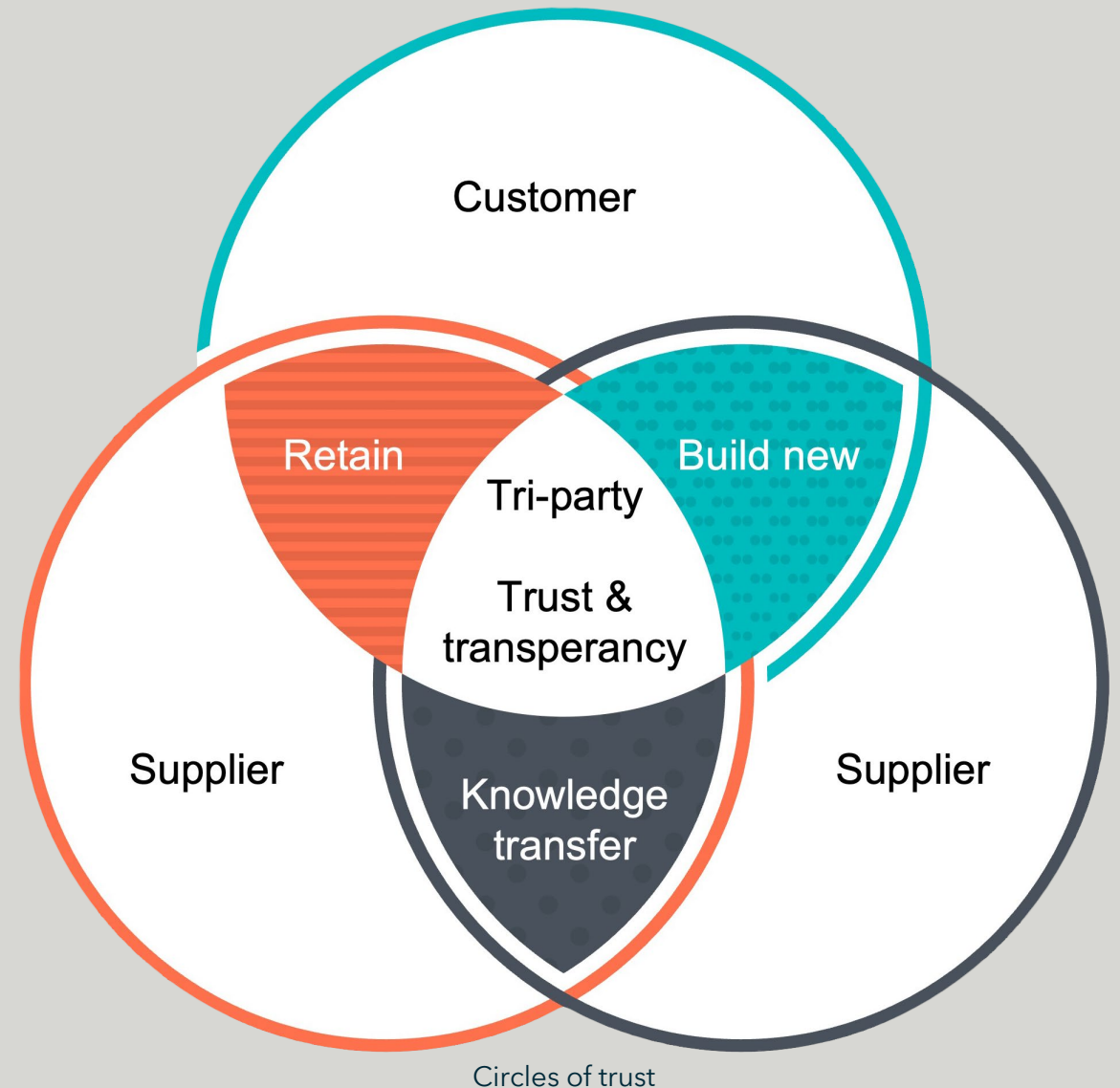
People, Culture
& Organizations

Circles of trust



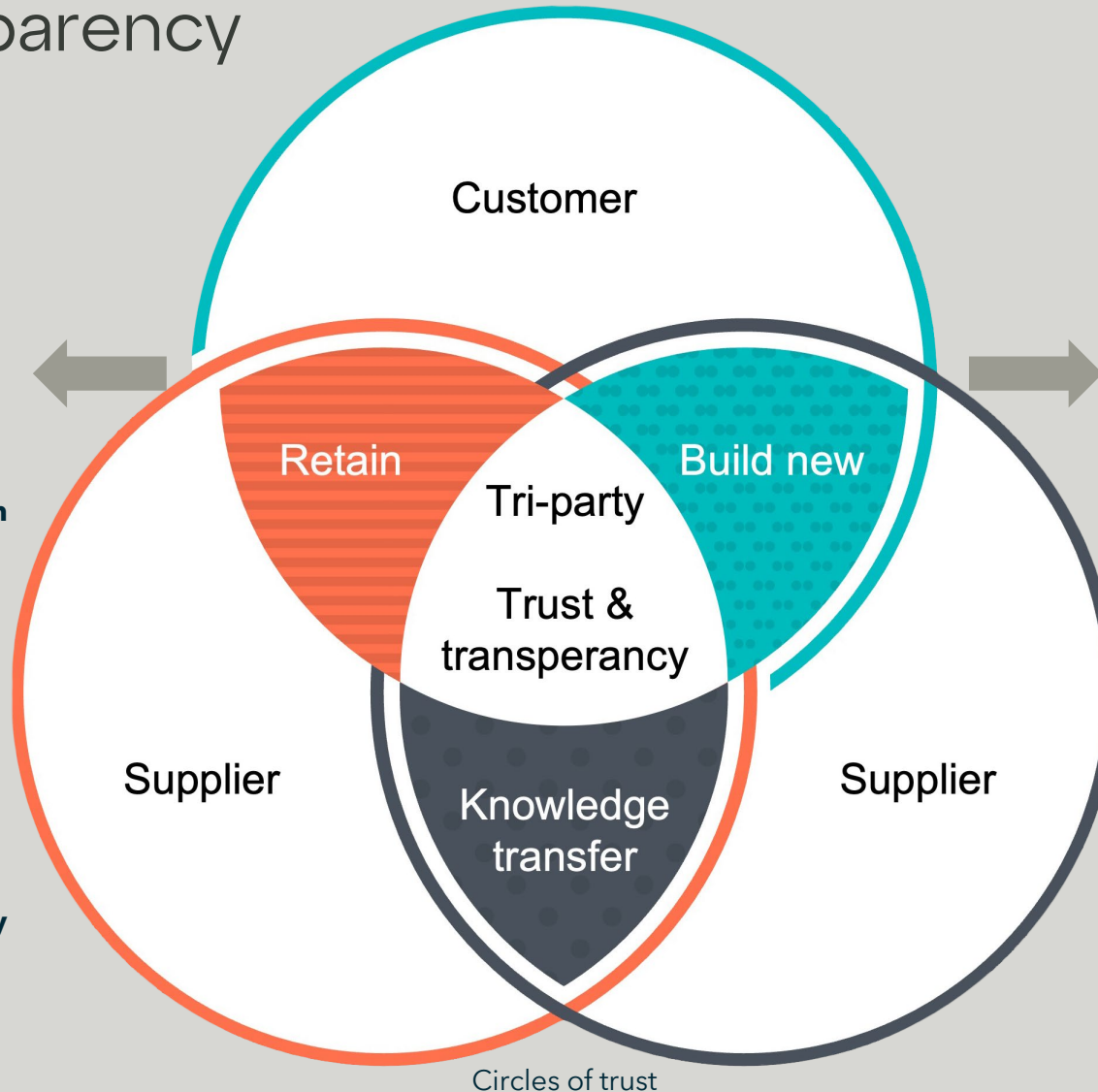
Guiding principles leads the team to success.

- › **We prioritize transparency in all governance layers** and hereby create fundamental terms for clear collaboration and setting expectations.
- › **We communicate openly and honestly internally and externally**, hereby motivating open communication in all foras with respect and clear expectations.
- › **We respect natural boundaries at suppliers and partners** in relevant areas such as commercials, products, technologies, etc., and expect the same in return.
- › **We build bridges between the customer and the suppliers** effectively creating a simpler road to good relationships and good collaboration.
- › **We create relationships across circles of trust**, enhancing and strengthening existing relationships and creating new ones with a keen focus on trust and mutual respect. Effectively ensuring the foundation for collaboration and knowledge transfer.
- › **We transfer knowledge** and train the customer in the continued journey to maintain normal operations on their own.



Strengthen collaboration with trust and transparency

- > **Reflect understanding and respect when the collaboration is ending** and clearly express the desire to retain the relationship - **don't slam the door!**
- > **Continue being a good customer** to ensure future collaborations provide value for both parties.
- > **Continue informal collaboration and leave room for frustrations to be expressed**, effectively letting trust and transparency support dealing with challenges.
- > **Think partnership and strengthen the supplier's role as a key knowledge sharer**, hereby allowing tacit and explicit knowledge to flow freely.
- > **Use the contract as a tool jointly for the closure of the collaboration**, hereby clearly supporting and emphasizing mutual respect and boundaries.

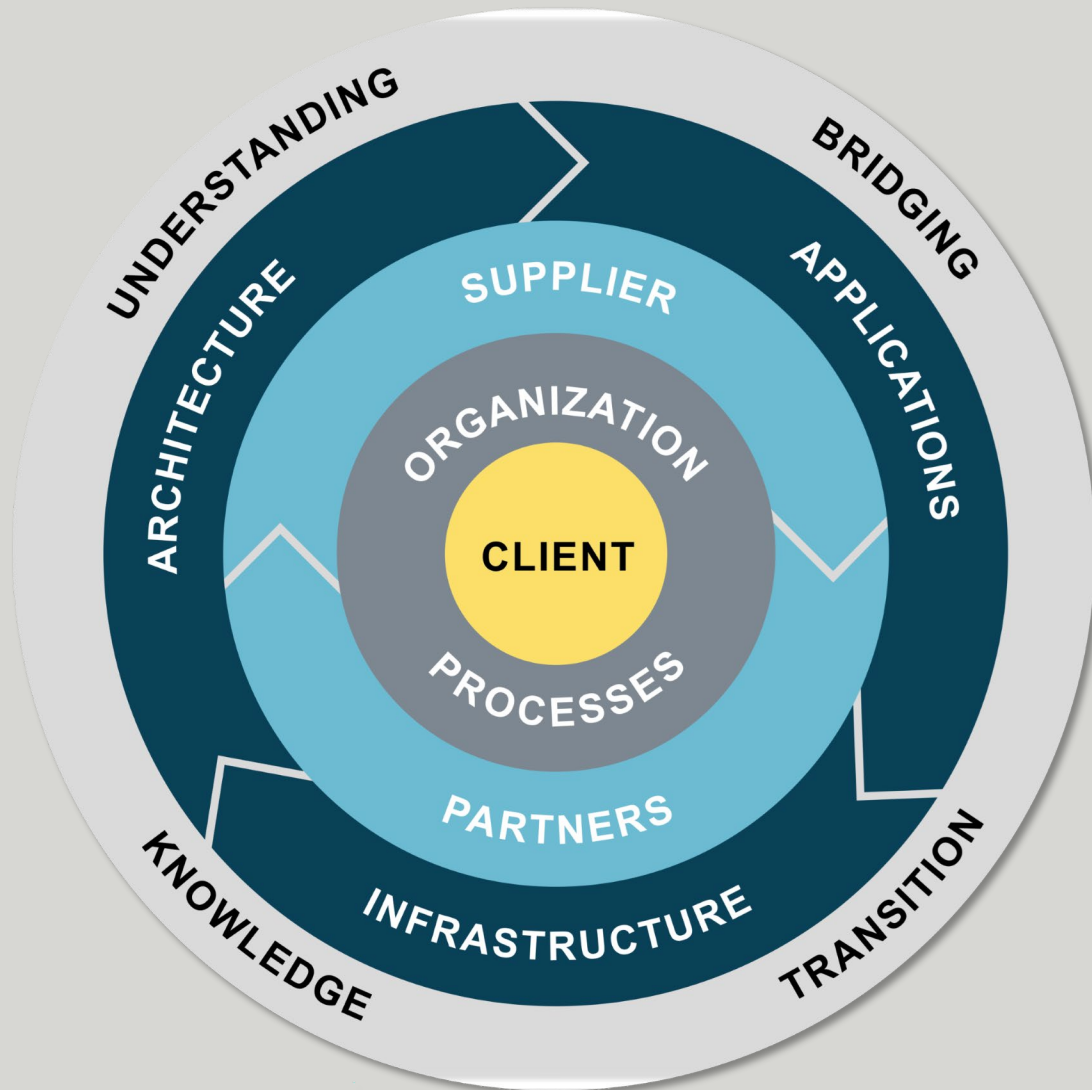


- > **Think partnership and let it define the relationship**, ensuring that we win and lose together.
- > **Establish informal collaboration to strengthen trust**, hereby dealing with challenges occur openly and effectively.
- > **Be a good customer and representative for the outgoing supplier** to clearly set expectations and desired behavior.
- > **Use the contract as a tool jointly for the closure of the collaboration**, hereby clearly supporting and emphasizing mutual respect and boundaries.
- > **Seek and share knowledge with each other on different levels** to strengthen professional and personal relationships, hereby emphasizing quality and collaboration effectively.

Transition & Transformation model



Transition & Transformation model



- > **Seek knowledge and understand.** Understand the customer's organization and culture, seek knowledge in processes, operating models, capabilities, suppliers, partners, contracts, etc.
- > **Build bridges and establish cross-functional teams.** Apply guiding principles and create lasting relationships to support key knowledge transfer between customer, suppliers, and partners.
- > **Execute Transition & Transformation.** Perform the Transition in collaboration with the suppliers and partners, including the essential and critical knowledge transfer to ensure a working operating model and adequate quality of service.
- > **Capture knowledge and lessons learned and adapt.** During the lifecycle of the Transition knowledge is captured from all streams, providing valuable input for future optimization and adaptation. A continuous focus on knowledge and lessons learned ensures a fluent and adaptive approach.

Transition & Transformation model

		Themes					
		Understanding	Bridging	Transition	Knowledge		
Streams	Organization Processes	<ul style="list-style-type: none"> › Understand customer organization › Seek insight into business processes › Understand customer license to operate › Seek insight into customer operating model and ITSM processes › Investigate and understand maturity, capabilities, and competencies 	<ul style="list-style-type: none"> › Bridge to relevant branches of the organization and establish relationships with and between key stakeholders and process owners › Emphasize the relationship between license to operate and the purpose and goal of the Transition › Supplement and cover any needed capabilities and competencies with the cross-functional team (use a hybrid approach, i.e., a mix of internal and external resources) 	<ul style="list-style-type: none"> › Prepare implementation of new operating model and perform a pilot during the Transition › Build and expand knowledge with the customer and update processes › Train the customer's employees and organization › Implement governance model › Execute knowledge transfer with respect to processes 	<ul style="list-style-type: none"> › Baseline maturity in new operating model and process implementation and create roadmap for optimization and change › Assess capabilities and competencies and future needs in the organization and processes › Document lessons learned from the Transition to support service and collaboration maturity › Transfer knowledge to pending transformations 		
	Suppliers Partners	<ul style="list-style-type: none"> › Seek insight into the supplier landscape and contracts › Understand any special conditions and seek insight into relationships with suppliers and partners, including the current state hereof › Understand challenges and improvement possibilities › Understand business requirements and supplier management 	<ul style="list-style-type: none"> › Establish essential relationships with the outgoing supplier and the new supplier › Implement principles with respect to transparency, open communication, collaboration, and trust › Build the bridge that enables knowledge transfer, i.e., open and trustworthy collaboration › Build the bridge between the customer and the supplier 	<ul style="list-style-type: none"> › Execute the Transition and establish operation with the new supplier and partners, including knowledge transfer › Execute exit with outgoing supplier › Control and monitor deliverables, milestones, acceptance criteria, and quality of service › Retain and maintain established frameworks and agreements for collaboration, furthermore, strengthen relationships continuously 	<ul style="list-style-type: none"> › Assess collaboration and identify improvements › Assess exit with the outgoing supplier and identify improvements with respect to the new supplier › Assess the supplier's ability to deliver the agreed quality and create value › Understand root causes from challenges experienced, change and adapt accordingly 		
	Architecture Applications Infrastructure	<ul style="list-style-type: none"> › Seek insight into architecture and application landscape › Seek insight into technologies, selections, and preferences › Understand application states › Understand knowledge and capability levels › Seek insight into roadmaps and strategies for architecture, applications, and technology 	<ul style="list-style-type: none"> › Bridge between experts to better jointly understand architecture and applications › Map future technology needs and choices and communicate these clearly › Supplement and cover any relevant knowledge area with cross-functional team › Identify similarities across applied usage of technology and architecture 	<ul style="list-style-type: none"> › Execute technical Transition and establish operations with the new supplier › Establish a cross-functional forum to ensure knowledge transfer and collaboration between subject matter experts, and ownership › Create roadmaps for architecture and technology in collaboration with the new supplier › Execute technical operations test (service readiness) 	<ul style="list-style-type: none"> › Assess the need for experts in the future collaboration › Assess architectural tendencies and considerations in the new collaboration › Understand root causes from technical challenges experienced, change and adapt accordingly › Assess if the value adds from the architectural landscape are adequate 		
		Contract Management	Financial control	Supplier Management	Monitor & Control	Change Management	Risk & Issue Management

Supporting practices across themes and streams

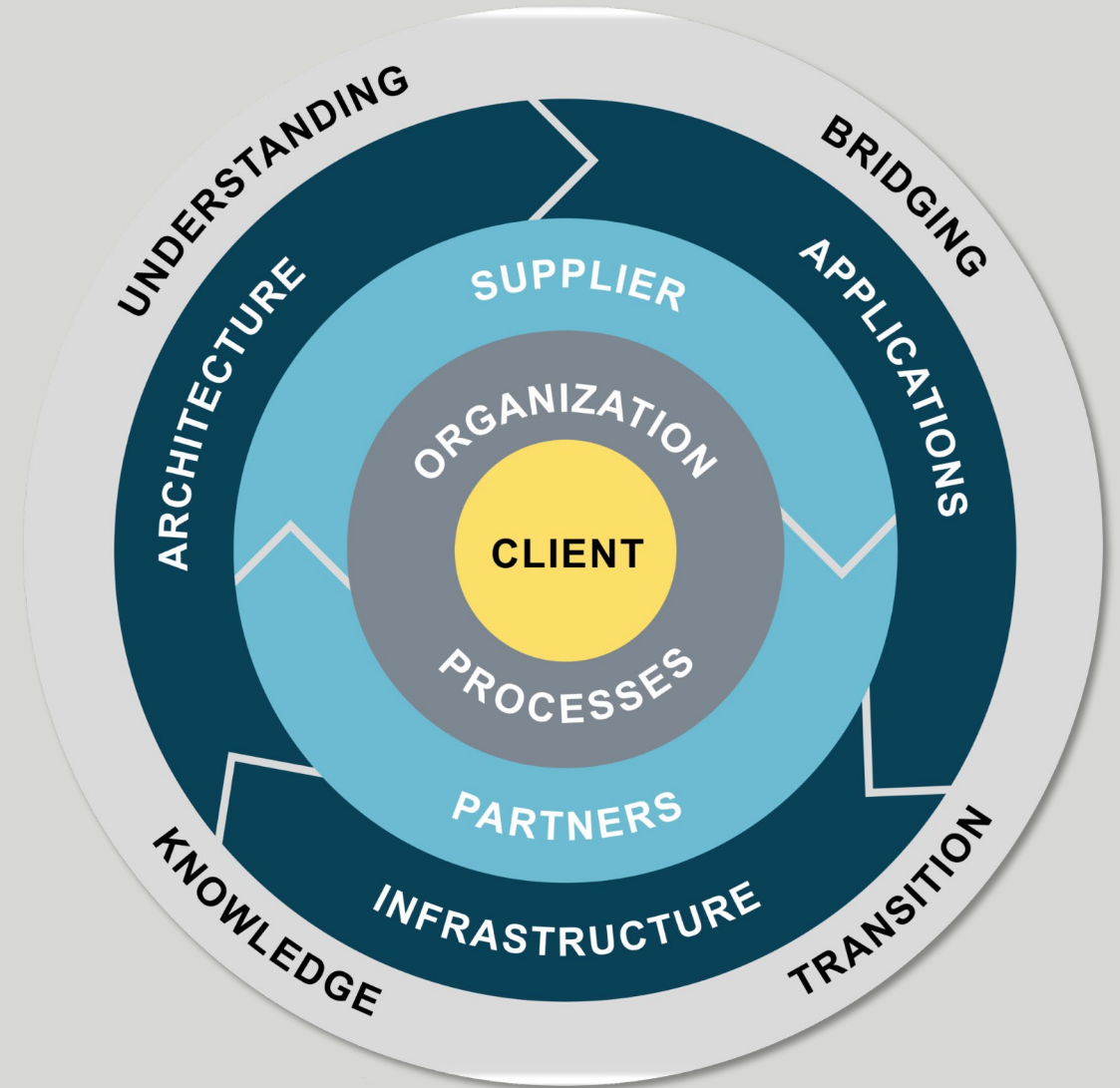
Transition & Transformation model

		Themes					
		Understanding	Bridging	Transition	Knowledge		
Streams	Organization Processes	<ul style="list-style-type: none"> > Understand the organization > Investigate maturity, capabilities, and competencies 	<ul style="list-style-type: none"> > Bridge the organization and establish relationships > Emphasize license to operate vs Transition outcome > Supplement capabilities and competencies 	<ul style="list-style-type: none"> > Pilot new operating model during the Transition > Build and expand knowledge and update processes > Training > Implement governance model > Execute knowledge transfer 	<ul style="list-style-type: none"> > Baseline maturity > Assess capabilities > Lessons learned to support > Transfer knowledge to pending transformations 		
	Suppliers Partners	<ul style="list-style-type: none"> > Understand relationships with suppliers and partners > Understand challenges and improvement possibilities 	<ul style="list-style-type: none"> > Establish essential relationships > Implement guiding principles > Bridge to enable knowledge transfer 	<ul style="list-style-type: none"> > Execute the Transition and establish operation with the new supplier and partners, including knowledge transfer > Execute exit > Strengthen relationships continuously 	<ul style="list-style-type: none"> > Assess collaboration and identify improvements > Assess exit and identify improvements > Understand root causes from challenges experienced, change and adapt accordingly 		
	Architecture Applications Infrastructure	<ul style="list-style-type: none"> > Investigate and understand knowledge and capability levels 	<ul style="list-style-type: none"> > Bridge between experts to better jointly understand architecture and applications > Supplement and cover any relevant knowledge area with cross-functional team 	<ul style="list-style-type: none"> > Execute technical Transition and establish operations > Establish a cross-functional forum to ensure knowledge transfer and collaboration between subject matter experts, and ownership 	<ul style="list-style-type: none"> > Assess the need for experts in the future > Assess architectural tendencies > Understand root causes from technical challenges experienced, change and adapt accordingly 		
		Contract Management	Financial control	Supplier Management	Monitor & Control	Change Management	Risk & Issue Management

Supporting practices across themes and streams

Transition context and your toolbox

- › **Understand the conditions and circumstances the Transition must live in.** Without it, you will not be able to adapt your approach adequately - Fit for purpose.
- › **Understand the purpose and goal of the Transition** to ensure that you adapt the right elements and deliver what is needed.
- › **Methods and techniques are tools** and not goals themselves. Adapt what and how you use the tools to the Transitions context and goals to achieve the desired output.
- › **Assumptions form conditions for the Transition** and your choices in approach, methods, and techniques.
- › **Governance requirements frame and define your choice** of approach, methods, and techniques.
- › **Adapt the output to fit the governance requirements** to ensure that you don't build a paper tiger.



emagine Knowledge Transfer - eKT

- approach and guidance

eKT Knowledge Scorecards

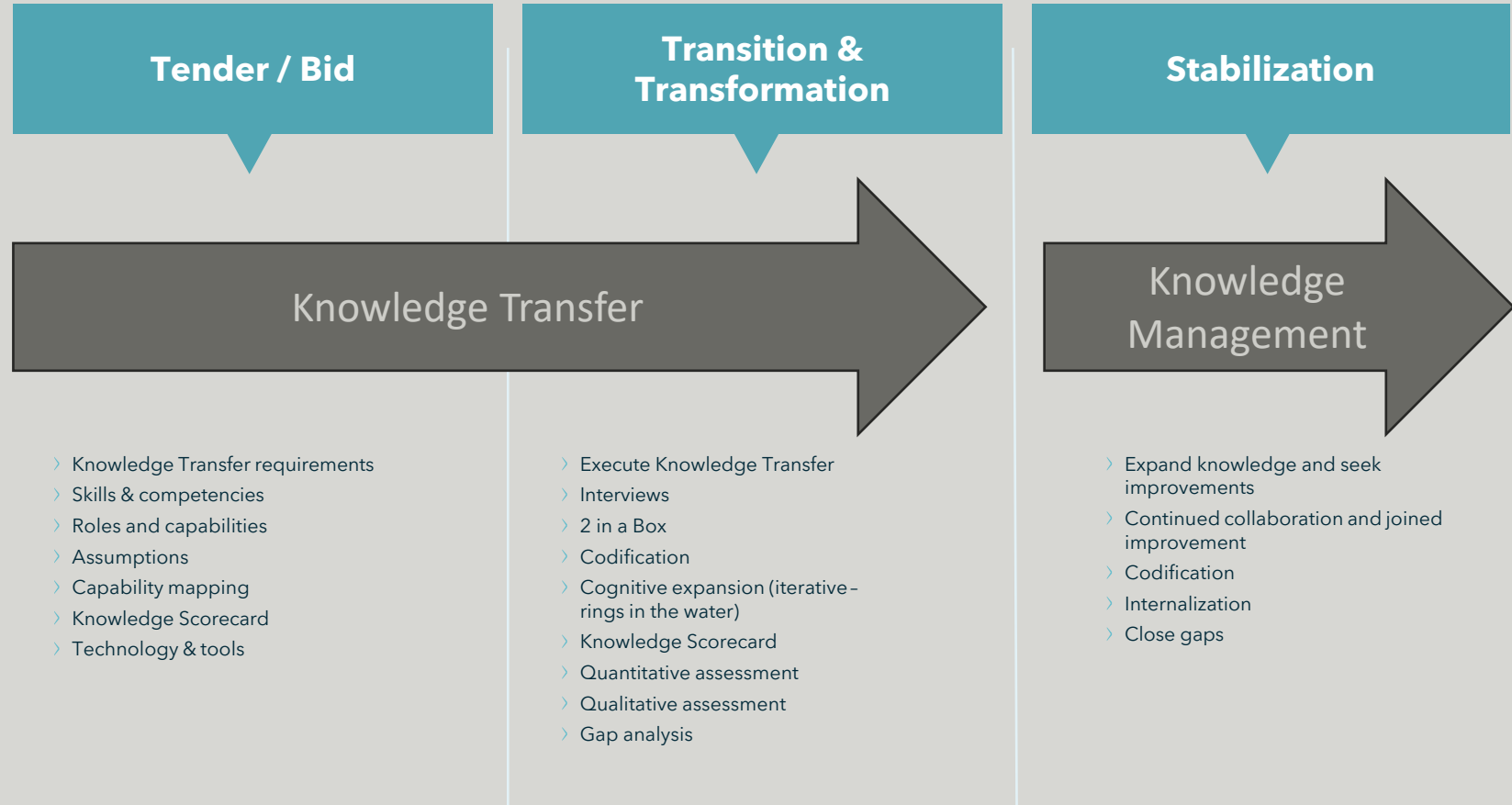
a quality assurance model and guidance to achieve successs in Knowledge Transfer

Objective	Knowledge area [description]
Outcome	
Quantitative assesment	Qualitative assesment
Gaps	

- > **Knowledge area**, description of the specific knowledge that we aim to transfer.
- > **Objective**, a SMART defined goal for the knowledge transfer. Specific, Measurable, Achievable, Relevant, and Time-Bound.
- > **Outcome**, a specific description of the learning outcome that the knowledge transfer is defined to achieve. Uses inspiration from SOLO and Bloom's Taxanomy.
- > **Quantitative assessment**, we assess that we have performed all planned activities using different tools and techniques, including explicit knowledge such as documentation and code.
- > **Qualitative assessment**, we assess the learning outcome subjectively by assessing playback sessions to subject matter experts and score the quality.
- > **Gaps**, we perform a gap analysis and ensure to document any gaps to be handed over and closed during stabilization.

Knowledge Transfer lifecycle

Using eKT Knowledge Scorecards



Want to know more?



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