Multigenerational Knowledge Transfer

Human Resources Research Working Group

Leadership Marketing Operations Risk Management

Citizenship/ Sustainability Diversity Economics Ethics Governance

Trusted Insights for Business Worldwide
The baby boom generation of the United States, Canada, and many European nations is aging rapidly. With a large number of senior leaders approaching retirement, businesses face losing invaluable experience and knowledge on an unprecedented scale. Younger workers now plan to change jobs, frequently taking their technological savvy and knowledge with them. Despite the high risk and cost of losing intellectual capital, a majority of companies still have no plans for managing and transferring knowledge that factor in cross-generational challenges.

The Conference Board® Research Working Group on Multigenerational Knowledge Transfer will explore this topic, emphasizing the knowledge-retention challenges that organizations face due to shifting demographics and the shortage of new leadership talent in the pipeline. We invite you to join this unique working group, which will present practical hands-on application of new, relevant techniques for knowledge transfer in each member organization. The working group will focus on:

- exploring generational differences in communication, work styles, and values that interfere with effective knowledge transfer;
- identifying which knowledge transfer techniques work, and why;
- adapting and applying proven methods for knowledge transfer and retention; and
- creating new practices for dealing with intergenerational issues.

This working group features face-to-face meetings and virtual collaboration sessions and will coach members on applying relevant practices in their organizations. The working group’s learning, experience, and insights will be made available online as a knowledge asset tool. This will allow members and their organizations to easily access the information learned and knowledge produced, which can be reused and adapted later, according to each user’s individual needs.
Issues

On the Table

A vital part of this Research Working Group is the opportunity to participate in candid and confidential discussions about transferring knowledge. Potential questions to be addressed include:

Knowledge transfer in a multigenerational workforce
What intergenerational issues affect the success of knowledge transfer efforts? How can you adapt knowledge transfer practices to the cultural differences in a diverse workforce?

Making the business case for intergenerational knowledge transfer
How do you get senior management to address the issue? How do you identify at-risk senior leader knowledge? How do you identify knowledge in younger workers that could enhance the performance of mid-career or older workers?

What are the different types of knowledge from company operations to critical relationships? How do you define the impact of lost knowledge on business performance?

Proven knowledge transfer techniques
Which knowledge transfer techniques have worked? Where have they been successful, and why? How do you evaluate which methods are right for your organization?

Best practices
What practices are considered the most effective for which types of knowledge? How can you take a holistic approach to knowledge transfer? How have leadership development and training changed to include knowledge transfer?

Creating new practices for knowledge transfer
Which new models of knowledge transfer are emerging for senior leaders and other segments? What is reverse mentoring? What are communities of practice, and how do you leverage them? What are new models of apprenticeship? How is social network analysis being applied to knowledge transfer practice?

Why should you join?

In a unique offering, this Research Working Group will go beyond exchanging knowledge — it will facilitate hands-on application of new, relevant solutions in each member organization. You will be able to:

Take part in confidential sessions with your peers to resolve common challenges.
Exchange experiences, ideas, and insights with other leading corporations.
Gain timely access to unique research findings you can immediately put to use.

In addition, members will receive:

• Synopsis of research findings and a bibliography
• Business case framework
• Guide for which knowledge transfer practices work: when, why, and how
• Knowledge asset tool that enables Research Working Group members to access, transfer, reuse, and adapt best practices by member companies
Who should join?

Research Working Group participants should be senior executives and managers responsible for leadership development and succession planning, senior talent management, organizational development, human resources, knowledge management, and business strategy or line operations. Companies are encouraged to send two representatives from different functions to optimize learning.

Research Working Group participation is offered exclusively to individuals in member organizations of The Conference Board. To learn more about the additional benefits that come with membership in The Conference Board, please contact Associate Service at +1 212 339 0230.

Research working group schedule

The Conference Board Research Working Group on Multigenerational Knowledge Transfer will meet three times in person and three times via Web conferences over the course of approximately 12 months. In between these meetings, The Conference Board staff will execute research requested by the working group and prepare summaries of the outcomes of each meeting. This schedule will limit your time and travel commitments and enable us to share information rapidly to achieve your research goals.

Participation fee $9,000

Fees cover participation of up to two senior executives per company and include the cost of administering the program and producing the research, as well as the meeting facilities and group meals. Members are responsible for their own travel and hotel arrangements.

Inaugural meeting April 24–26, 2007

Where The Conference Board
B45 Third Avenue, New York, NY

Prior to this first meeting, each Working Group member will be contacted individually to ensure that his or her specific concerns and issues are included in the agenda for upcoming meetings.

Agenda

Day One Reception & Dinner 6:30 pm
Day Two Meeting 9 am – 5 pm
Day Three Meeting 9 am – 12 pm

Format

• Introductions
• Key issues identification
• Research questions
• Future agenda topics

Day Three
Meeting 9 am – 12 pm

Related resources from The Conference Board

For more information about these and additional resources from The Conference Board, please visit www.conference-board.org

Counselling

Counselling are peer membership groups that provide intimate forums for executives with common responsibilities and interests to share solutions to business challenges with colleagues in other companies, industries, and countries. They are designed to keep executives abreast of the latest developments in their fields and fully informed about new management strategies and tactics.

Advisory Council on Human Resources Management
Council of Human Resources Executives
Council on Learning, Development and Organizational Performance
Leadership Development Council
Learning and Knowledge Management Council
Council of Diversity Executives
Council on Work Force Diversity
Diversity and Inclusion Council

Research Working Groups

Developing High Potential Employees
Managing an Aging Workforce at Nonprofits

Publications

Strategic Workforce Planning
CEO Challenge 2006: Perspectives & Analysis
Managing the Mature Workforce
Linking People Measures to Strategy: From Top Management Support to Line Management Buy-In
Value at Work: The Risks and Opportunities of Human Capital Measurement and Reporting
Age and Opportunity: Plan Strategically to Get the Most Out of a Maturing Workforce
Voices of Experience: Mature Workers in the Future Workforce
Women of Color: Strategies for Leadership Success