

THE CONFERENCE BOARD



CITIZENSHIP/
SUSTAINABILITY

DIVERSITY

ECONOMICS

ETHICS

GOVERNANCE

Multigenerational Knowledge Transfer

HUMAN RESOURCES

RESEARCH WORKING GROUP

LEADERSHIP

MARKETING

OPERATIONS

RISK MANAGEMENT

Trusted
Insights for
Business
Worldwide

90
years of trusted insights



Bridge generational divides to optimize knowledge transfer

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.

The Conference Board Research Working Groups

are small networks of senior executives from leading organizations that come together for a set period to explore in-depth a particular issue confronting their business. During consultative meetings both in person and online, members formulate and execute research initiatives that will develop practical approaches to help strengthen their companies' performance. Published research results will communicate the work members and their companies have accomplished and provide new insights and best practices to the broader Conference Board network and business worldwide.

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 a:

- 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

For more information,
please contact:

Diane Piktialis, Ph.D.

Research Working Group Leader
Telephone +1 617 277 1074
Email: diane.piktialis@conference-board.org

Diane Piktialis has been a leader on aging issues in corporate America for 20 years. She has extensive experience consulting to companies on the maturing workforce and multigenerational workplace issues. Her work includes the design of award-winning practices to address these talent management challenges.

Kent Greenes

Research Working Group Leader
Program Director, Learning & Knowledge Management Council
Telephone +1 760 450 6355
kent.greenes@conference-board.org

Kent Greenes, one of the early pioneers in the field of Knowledge Management, is recognized globally as one of the few leaders in this field who routinely delivers tangible results. He has extensive experience implementing sustainable methods for knowledge retention in the Fortune 100 and government organizations.

The Conference Board, Inc.

845 Third Avenue
New York, NY 10022-6600
United States
Tel +1 212 759 0900
Fax +1 212 980 7014
www.conference-board.org

The Conference Board Asia-Pacific

22/F, Shun Ho Tower
24-30 Ice House Street, Central
Hong Kong SAR
Tel +852 2804 1000
Fax +852 2869 1403
www.conference-board.org/ap.htm

The Conference Board Europe

Chaussée de La Hulpe 130, box 11
B-1000 Brussels
Belgium
Tel +32 2 675 54 05
Fax +32 2 675 03 95
www.conference-board.org/europe.htm

The Conference Board of Canada

255 Smyth Road
Ottawa ON K1H 8M7
Canada
Tel +1 613 526 3280
Fax +1 613 526 4857
www.conferenceboard.ca

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
845 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
- Research questions
- Key issues identification
- Future agenda topics

Related resources from The Conference Board

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

Councils

Councils 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