Communities @ Schneider Electric

One key component of the company learning system
« It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change. »

- Charles Darwin

« War fighting successes will be conditioned by the knowledge and judgment capabilities of individuals at the front lines. »

-DoN Report - 2002
Schneider Electric is a world leader in electrical distribution and industrial automation & controls.

Schneider Electric integrates Power & Control in a single offering of products and solutions with well-known global brands as well as strong local brands.

> **Electrical Distribution**

Make electrical energy safely available and reliable
- medium and low voltage
- ultra-terminal low voltage with a portfolio of local brands

> **Automation & Control**

Command, control, protect machines and equipment.
- Industrial Control
- Programmable Logic Controllers
- Motion Control
Consolidated Sales
- 10.365 billion Euros

Operating Income
- 1.311 billion Euros

Net Income
- 565 million Euros

Sales by Businesses
- 63% Electrical Distribution
- 37% Automation & Controls + Growth businesses

Sales by country zone
- 52% Europe
- 24% Amérique du Nord
- 24% International

Workforce
- 54% Europe
- 21% Amérique du Nord
- 25% International

Source: Annual Report 2004
Summary...

I. Knowledge Challenges @ Schneider Electric

II. Communities of Practice

III. Introducing CoPs - Example

IV. A vision for the future
Summary...

I. Knowledge Challenges @ Schneider Electric

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The world is changing...

- Globalized Markets
- Social Communication Tools / « Networked Individualism »

And customer expectations too!

- Past: prices, service, and quality
- Now: productivity gains, solutions to problems and innovation.
Development of « Networked Individualism »

- Interoperability of applications
- Content Integration
- Personal Tools

**My Feeds**

- Anti stigma and discrimination
  People, resources, networks and groups directly linked with
  - BBC

**RSS Threads**

- Modernisation Agency Change programme
  Group to share information and discuss issues of common concern arising out of current changes at the MA. This group and the postings to it can only be seen by members of the group (cf View all members in right hand panel.)

**NIMHE Programme and Knowledge Development Leads Group**

- This group aims to support the development and effective communication of knowledge sharing and development. It is a new group which will look to combine the focused work of the knowledge community together with ensuring effective programme management.

Source: Lee Bryant - Headshift
The Knowledge Challenge of Globalization

- Resignations
- Downsizing
- Outsourcing
- Reorgs
- Relocating
- Retiring people
- Brain Drain

Loss of Knowledge (?)

Need for Knowledge

- Technology / Market Shifts
- Shorter Product Lifecycle
- Deregulation of energy markets
- Industrialized countries / New competition
- Booming economies / Education of new hires
- Acquisitions / partnerships / alliances
- Growing service business
- Solution Selling
- Interoperability / Standardization
Business Problem

Schneider Strategy
- Integration
- Execution
- Cost reduction
- Customer focus

Capabilities?
- Fragmented teams?
- Slow moving?
- Overlapping projects?
- Ongoing conversations?
A Solution: More and **Better** Social Networking

Which organization is most likely to succeed?

- Schneider employee
- Customer employee
The Tenets of « Network Centric Business »

- A Robustly Networked Staff
- Information Sharing and Collaboration
- Shared Situational Awareness

These in turn dramatically increase mission effectiveness

Source: adapted from Power to the Edge - CCRP
Key Question

Why don’t people share what they know?

Transmission issues
- Hoarding
- Boasting
- Cost of Being Studied

Reception issues
- NIH
- Generalizability
- Cost of Studying

Source: GE
Enter « Knowledge Management »

- Enterprise Collaboration (EC),
- Organizational Learning (OL),
- Communities of Practice (CP),
- Social Networks (SN),
- Intellectual Capital (IC),
- Complexity Science (CS),
- Content Management (CM),
- Measurement & Metrics (MM),
- Policy & Procedures (PP),
- Innovation & Invention (II)
- Analytics & Taxonomies (AT).

Source: John Maloney - KM Cluster
Our Knowledge Management Journey > Reusing & Standardizing Good Business Practices

- International Coordination Orgs.
- Competence Centers
- Networks & Communities
- Collaboration / Teamware
- Document Mgt / Portals / Search
- Competency Development
- Enterprise Process Automation

- Key account management (SGBD, GMOD)
- Automation Execution Center
- Application Centers
- Communities of Practice sponsored by Top Management (Contractors, Water, Utilities…)
- Community Clusters (OEM Applications, CM3)
- Networking Events (Seminars, Forums)
- Schneider tools: Integrated Quickplace platform (beta)
- Customer tools: Case of GSK
- Growing internal use of NetMeeting, Instant Messaging, eLearning…
- Planet (P&T <-> Countries)
- mySE PP/ DV / EP
- Autonomy Search Engine
- Sales & Marketing Institute
- Schneider University
- Country Training Programs
- Bridge (CRM / Customer Care)
- in countries as well, e.g. Chorus
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Our Current KM Focus

Communities of Practice (CoPs)

Why?

¬ “CoPs have been found to be central to all successful KM initiatives” - APQC 2002

¬ “Without communities of practice, it is impossible to create a knowledge base” – Steve Denning (CKO – World Bank)
A Community of Practice (CoP) is a group of people who ...

- share an interest in a topic
  - understand what the issues are
  - agree on common approaches
- interact and build relationships
  - help each other solve problems and answer questions
  - network across teams and business units
- share and develop knowledge
  - share information, insights, and best practices
  - build tools and a knowledge base

... and thereby contribute to the success of the organization.

Source: E. Wenger
Simplified Representation of a CoP

Source: Mc Dermott Consulting
The CoP System

Management expects:
- Results
- Documents
- Metrics
- ...

Members expect:
- Practical help
- Networking
- Recognition
- ...

Source: CoP-1
1- CoPs are about Real-Time Learning

Living collections of insights, experience and know-why

Knowledge Assets

Communities of Practice

People & Teams

Goals

Learn before

Learn during

Learn after

Using Knowledge

ARs

Peer Assists

Leveraging

Capitalizing

Retrospects

Results

Inspired by: Kent Greenes - SAIC
2- CoPs as Mediators

Management

- Mission
- Resources

CoP

- Sponsorship
- Time and Space

- Evidence of value
- Recommendations

Project Teams

- Deliverables
- Control on Resources

- Expert Knowledge
- Project Information
3- CoPs are the key IM Cell

- CoP is given access rights to information sources
- CoP adds value to information
  - Comments
  - Summarizes
  - Categorizes
  - Rewrites
  - Adds structure
  - (Meta data!)
- CoP gives access rights to processed information

© Schneider Electric 2004
The Knowledge Economy

Cell → Network → « Collective Intelligence »
What are CoPs about?

They are about:

- Collaborating
- Sharing existing workload
- Building capabilities
- Learning
- Coordinating
- Connecting people
- Capturing, applying & reusing knowledge of other members
- Creating collective knowledge

They are NOT about:

- Making decisions
- Assigning new work
- Planning for Actions
- Operations
- Deploying
- Storing information
- Writing documents for people outside the community
- Producing deliverables
CoPs becoming Key Enterprise Organizational Forms

- **Functional** (Org. Chart)
  - Attract talent & investments
  - Allocate resources on projects

- **Project** (Team)
  - Produce deliverable
  - Control use of resources

- **« Learn »** (CoP)
  - Learn while doing
  - Create « shared situation awareness »
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The Business Case

- OEM (Machine Manufacturers) Clients expect Schneider salespeople to speak their language and have technical knowledge of their application.

- For this market, Schneider needs to move from transactional sales of products to technical sales of solutions.

- The application center program will develop worldwide leadership on target applications for industrial automation products.
A typical CoP at Schneider Electric

Mission
- Produce marketing documents for market or customer segment
  - market studies, machine descriptions, offer positioning, sales documents…
- Share knowledge on markets or customers, and assist community members in winning new business

Domain
- Knowledge of a market or customer segment
  - size, market dynamics, prescription channels, client projects, applications

Community
- Marketing: Marketing Managers, Sales Engineers
- Sales: Key account managers

Practice
- Regular face-to-face and online meetings to share experience
- Annual fair (for Application center communities)
- Community Projects e.g. joint writing of a solution guide
- Building a common knowledge base
- « Peer assists »
Collaborative Intranet Sites for CoPs
Introducing a new corporate citizenship

- Recognize the need
- Encourage and promote
- Learn to manage and sponsor communities
2003 - The Evidence

☞ **Real Success Stories**
  - Market intelligence: Market figures reevaluated
  - Product strategy: Specs for worldwide application-specific products are drafted
  - Sales support: Expert support is provided across country borders
  - Client Relationship: New partnerships established with clients (“co-designs”)
  - Sales: New clients

☞ **Positive Feedback** from Top Management
  - « At last a corporate marketing initiative that seems to be giving good results »
  - « Italy trains Spain; Spain trains Belgium. Now that ’s real change! »

☞ **Commitment** of Key Front Line Managers
  - “Why knowledge sharing has become so important to us”
  - “How knowledge sharing creates value”
Example - Airports Community
(2003 -)

- 80 people
  - « core group » (12 people)
  - occasional contributors (70 people)

- Core group produces documents:
  - Airport Solution Guide
  - Green Book : Baggage Handling Systems

- Core Group organizes regular meetings
  - Monthly (phone, Netmeeting):
    - Sharing of successes and difficulties
    - Discovering new offers for the Airport market
    - Coordinating interantional projects
  - Annually
    - on the occasion of an aiport trade show (InterAirport, Passenger Terminal show…)
    - Discussing strategic orientations for the market segment
    - specifying offer gaps
    - launching new offers
Success Stories - Airports Community

- Training of a first class expert in one year with recognition of expertise by clients
- Development of a new offering (weighing solution)
- Joint penetration of a new market (400 Hz)
- Codification of common know-how (Airport solution guide)
- Case study « Baggage Handling System »
- Djakarta Presentation

....
« The Airport community has been a great help to me in understanding the specific requirements and has provided a forum where I can discuss problems with people who understand this industry segment, we will probably never have more than (number withheld) airport specialists in the UK. It also facilitates the flow of project information, this may be in the project database but who gets time to read all of the entries.

The 'Airport Solution Guide' has been a major asset for the UK, it is our main selling tool and we are developing our presentations to follow the same approach. We could not have produced a document of the same quality in the UK.

It will be difficult to measure the direct effect on sales the knowledge I have gained has enabled me to project a much more professional approach to our customers, they are starting to see =S= as having a real knowledge of their business drivers, this has helped sales but it is not quantifiable. We do know that without the work carried out on 400Hz we would not have to prospect of an order from (name withheld) and we are starting to talk to the Ground power specialists in (name withheld). »

e-Mail of July 7. 2004
(Highlights by Martin R. Dugage)
## Extension of Communities (2004->)

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<th>Ideas</th>
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<tr>
<td>Global Strategic Account, End User, System Integrator &amp; Industry Market</td>
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<td>1</td>
<td>3</td>
<td>0</td>
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<tr>
<td>Commercial Efficiency &amp; Communication</td>
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<td>1</td>
<td>1</td>
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<tr>
<td>Customer Software &amp; eBusiness</td>
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<tr>
<td>Services</td>
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<tr>
<td>Systems &amp; Architectures</td>
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<td>1</td>
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</tr>
<tr>
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<td><strong>7</strong></td>
<td><strong>19</strong></td>
<td><strong>7</strong></td>
</tr>
</tbody>
</table>
Lessons Learned - Tough!

The culture of large industrial age organization does not favor collaboration.

FROM NOW ON, ASOK, YOU’LL REPORT TO ALICE INSTEAD OF ME.

YOU CAN NEVER DIRECTLY SPEAK TO ME AGAIN. EVERYTHING MUST GO THROUGH ALICE.

TELL HIM I UNDERSTAND.

SUBMIT YOUR REQUEST BY E-MAIL.
Lessons Learned - How to succeed?

Executive
- Active Sponsoring
  - Role playing

Program Manager
- Specialist of Learning & Intelligence
  - Collab. methods, techniques and tools

Participants
- New form of Literacy
  - Use of modern communication technology
Lessons Learned - How to succeed?

Deep Change => Patience + Determination + Humility

- unaware
- aware
- interested
- Not interested
- No Trial
- Not adopter
- Acquire first knowledge
- Evaluate in context
- Experience in context
- Evaluate experience
- Test / trial Appraisal
- Adoption

Source: Prof Anghern - Insead
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What is going on?
Personal Networking tools - Example: Ryze

Personal Page on Ryze.com

- 9 personnes from Schneider Electric registered
- 16 personnes from SRI International registered
- 6 search engine experts registered

Hyperlinks everywhere

Contact of X through Y whom I know better

Etc.
Mathemagenic
...giving birth to learning...

21 August 2003

If you are a node in knowledge-sharing network, what is important?

If you think about yourself as a node in knowledge-sharing network, what is important (having in mind both: your own interests and being a part of the network)?

- Knowing your expertise
- Knowing others (people, communities), knowing what their expertise and how to contact them
- Being able to find information (to do things) or learning resources (to grow)
- Having opportunities to reflect on your own experiences, to review "pieces of the past" and to construct new ones
- Being able to search, to connect, to exchange, to share

Brainstorming and struggling...

Lessons learnt implementing expertise locator system (2)

Jack Vinson (bold is mine):

As part of his discussion on expert databases last week, John Chu shared a report on the topic from Outsell, Trend Alert: Connecting People to People - Expert Databases (abstract only). Outsell surveyed a number of companies with expert databases and said some things about knowledge management and setting up expert databases. It was the conclusion that was most telling:

Search

link to RSS feed

comments, links and keywords for this post

links to archives

links to archives
Subscribing to blog feeds (a.k.a e-mail)

In network-centric thinking: The Internet's Challenge to Ego-Centric Institutions, a PlanetLab article, Jim Aller and Rob Stewart advocate "network-centric" organizations, and tell the parable of a planet far away wracked with environmental devastation where no ruling organization wants to admit doing anything bad.

There were people who everyone trusted to work on the problem, but instead of looking for solutions, they spent most of the time communicating with each other. Some of them wanted money. Some of them wanted attention. Some of them weren't sure what exactly they wanted. But they all wanted one thing most of all: they wanted to be the one who got the credit for trying to save the world.

Finally, their world ended and, until the last minute,

the people who should have been helping decided that if the end really was near, it was important to have a race to see who could get noticed the most before the end came. In fact, on the day before the last day, instead of working on the problem, each group held a press conference. You see, with the world ending and all, there was only going to be one main newspaper, and each group wanted to get the very first quote in the very last newspaper.

Faintly familiar... but that's not our planet of course.
Blog-specific search tools

Who has linked to this blog?

What is this blog about

Don
Don Park's Daily Habit. Wednesday, 17 March 2004. 4:20PM

Lilia
Mathematic: learning and KM insights
Updated: 3/27/2004, 11:36 PM. Mathematic: giving birth to learning... If you search for mathematican, you will find nothing to do with weblogs. Try this: Translate this page Saturday, March 27, 2004...

Jack
Don Park's Daily Habit. Monday, 21 October 2002. 10:05AM

Judith
Knowledge Job with Jack

Social Software
About Us | Buy Reprints | Advertise | Contact Us | Services INDUSTRY NEWS today's headlines Biotechnology Communications E-Business Internet Law Policy Personal Technology Venture Capital WEBLOG ...

Remolino

Social Network Analysis

Blog street - Visualizing a blog network
Community sites

http://www.CoP-1.net (F)
Communities linking together

- CP Square (US)
- Knowledge Board (EU)
- IAK-WiMiP (D)
- APQC (US)
- NSW Forum (AUS)
- CoP-1 (F)
- KM Cluster (US)
- Kin (UK)
- NSW Forum (AUS)
"We should distrust any elaborately planned, centrally deployed, and carefully developed business system or process. Successful systems and processes will be agile and dynamically adaptive; they'll grow and evolve as needed over time. »

Ray Ozzie - CEO - Groove Networks
Changing our view about Information Management

« Intranet »

Interoperability Protocols
- XML, RSS, XRI...

Rules and Charters
- ID, authentication, habilitation, access rights

Personal KM tools
Challenge Ahead > Developing Schneider Electric as a tightly networked organization

**GOAL**
Competitiveness through fast learning

**HOW**
Fully Integrated Schneider Learning System

<table>
<thead>
<tr>
<th>ISSUES TO ADDRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cultural</strong></td>
</tr>
<tr>
<td>Information / knowledge sharing</td>
</tr>
<tr>
<td>Lessons learned / Reuse of good practices</td>
</tr>
<tr>
<td>Business Intelligence</td>
</tr>
<tr>
<td>Benchmarking</td>
</tr>
<tr>
<td>Real-time Learning...</td>
</tr>
</tbody>
</table>

| **Social**         |
| Community Leadership |
| Collaboration methods / dynamics |
| Management of community clusters |
| Network Programming |

| **Technology**     |
| Information Management Litteracy!!! |
| Collaboration Tools |
| Social Software (blogs, IM…) |
| Search Technology |
| Interoperability standards |
It’s about building a Learning System!

CoP

Conventions/
Guest Speakers

Action
Learning

Simulation/
Mentoring

Experts

Advanced Practitioners

Practitioners

ADMISSION IN THE COMMUNITY

“Laypeople”

Information/
Courseware/
Programs/
e-learning content/
Evangelizing

© eB@SE/knexsis
KM Expertise is needed!

Technologies
- CMS
- Search / clustering
- Portals
- Synchronous & Asynchronous Collaboration
- Instant Messaging
- Social Tools
- Personal publication: weblogs, wikis
- Personal Information management interfaces
- eLearning (*)
- Simulation, Augmented Reality
- Newsfeeds
- Content aggregators
- RSS / RDF /XML / Atom
- Taxonomies/Ontologies
- Reputation builders
- Collaborative Filtering
- ... 

Methods
- Open Space
- Interviews
- Action learning
- Peer assist
- Problem Solving
- Social Network Analysis
- Storytelling
- Case studies
- Document structure
- System thinking
- Scenarios
- Knowledge Marketplace
- ...

Disciplines
- Business Intelligence
- Benchmarking
- Document Management
- Collaboration / Teamware
- Communities of Practice
- Competency Development
- Management of innovation
- ...

Initiatives
- Best Practices Transfer
- Expert location
- Decision Support
- Lessons Learned Process
- Corporate University
- Standardization
- Seminars and events
- Open Source Software
- ...

...
Network Centric Warfare (how the military can create and leverage the power of information) implies Self-Synchronization of forces, which is only possible when there is:

1- « a clear and consistent understanding of command intent
2- High quality information and shared situation awareness
3- Competence at all levels of the force
4- Trust in the information, subordinates, superiors, peers and equipment »

Source: « Power to the Edge » by David Alberts / Richard Hayes - CCRP
Good to Great 2008