



# **A Practical Approach to Enhance Knowledge Transfer**

## **Questionnaire**

**Diploma Work  
Executive MBA HSG  
Course No. 15**

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## Remarks about this Questionnaire

This questionnaire addresses an audience, which does not deal with Knowledge Management as specialists. Therefore, no special terms are used.

The objective of this questionnaire is to investigate your current (perceived) and the envisioned (target) knowledge transfer situation.

## General Information

Last name, first name

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In which organisation are you working?

UBS Switzerland

JDS Uniphase AG

Sozialdepartement Zürich

Which department do you work for?

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Which position do you hold in your organisation?

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For how long do you hold your current position?

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For how long are you with your company/organisation?

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## Your Understanding of Knowledge Transfer

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What is your understanding of knowledge transfer? Please describe this understanding in your own words.

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**Facilitating Conditions**

2 In which form is knowledge transfer supported in your organisation (check all that apply)?

	Current	Target
Specialist training	<input type="checkbox"/>	<input type="checkbox"/>
Knowledge transfer techniques training	<input type="checkbox"/>	<input type="checkbox"/>
Availability of adequate tools	<input type="checkbox"/>	<input type="checkbox"/>
Knowledge structuring	<input type="checkbox"/>	<input type="checkbox"/>
Organisational measures	<input type="checkbox"/>	<input type="checkbox"/>
Management support	<input type="checkbox"/>	<input type="checkbox"/>
Empowerment	<input type="checkbox"/>	<input type="checkbox"/>
Culture	<input type="checkbox"/>	<input type="checkbox"/>
Others:	<input type="checkbox"/>	<input type="checkbox"/>

3 Please indicate the three most important factors, which restrain efficient knowledge transfer.

Lack of trust	<input type="checkbox"/>
Time consuming decision-making processes	<input type="checkbox"/>
Building of coalitions	<input type="checkbox"/>
New definition of business processes	<input type="checkbox"/>
Lingual and cultural difficulties	<input type="checkbox"/>
Information actively withheld from actors	<input type="checkbox"/>
Geographical distances	<input type="checkbox"/>
Organisational barriers	<input type="checkbox"/>
Lack of time	<input type="checkbox"/>
Others:	<input type="checkbox"/>



4 Which incentives are relevant for you to participate in knowledge transfer (check all that apply)?

	Current	Target
Monetary incentives	<input type="checkbox"/>	<input type="checkbox"/>
Non-monetary incentives	<input type="checkbox"/>	<input type="checkbox"/>
Individual incentives	<input type="checkbox"/>	<input type="checkbox"/>
Team incentives	<input type="checkbox"/>	<input type="checkbox"/>
Career incentives	<input type="checkbox"/>	<input type="checkbox"/>
Status symbols (rank, title)	<input type="checkbox"/>	<input type="checkbox"/>
Work content incentives	<input type="checkbox"/>	<input type="checkbox"/>
Participation in decision making process	<input type="checkbox"/>	<input type="checkbox"/>
Improvement of „employability“	<input type="checkbox"/>	<input type="checkbox"/>
I don't know	<input type="checkbox"/>	<input type="checkbox"/>
No incentives	<input type="checkbox"/>	<input type="checkbox"/>
Others:	<input type="checkbox"/>	<input type="checkbox"/>

5 Which types of Information and Communication Technology tools do you use to support knowledge transfer in your organisation? Please indicate the three most important tools.

	Current	Target
Groupware	<input type="checkbox"/>	<input type="checkbox"/>
E-Mail	<input type="checkbox"/>	<input type="checkbox"/>
Intranet	<input type="checkbox"/>	<input type="checkbox"/>
Search engines	<input type="checkbox"/>	<input type="checkbox"/>
Databases	<input type="checkbox"/>	<input type="checkbox"/>
Computer based learning systems	<input type="checkbox"/>	<input type="checkbox"/>
Problem solving tools	<input type="checkbox"/>	<input type="checkbox"/>
Conferencing tools (e.g. chat, el. whiteboard)	<input type="checkbox"/>	<input type="checkbox"/>
Electronic catalogues	<input type="checkbox"/>	<input type="checkbox"/>
Document Management, archiving	<input type="checkbox"/>	<input type="checkbox"/>
Visualisation tools	<input type="checkbox"/>	<input type="checkbox"/>
Others:	<input type="checkbox"/>	<input type="checkbox"/>



**6** Which types of organisational tools do you use to support knowledge transfer in your organisation (check all that apply)?

	Current	Target
Human resource tools (z.B. job rotation)	<input type="checkbox"/>	<input type="checkbox"/>
Reward systems	<input type="checkbox"/>	<input type="checkbox"/>
Communication tools	<input type="checkbox"/>	<input type="checkbox"/>
Skill profiles	<input type="checkbox"/>	<input type="checkbox"/>
Role definitions	<input type="checkbox"/>	<input type="checkbox"/>
Benchmarking tools (best practice)	<input type="checkbox"/>	<input type="checkbox"/>
Organisation structure tools (e.g. team work)	<input type="checkbox"/>	<input type="checkbox"/>
Objectives definition and monitoring	<input type="checkbox"/>	<input type="checkbox"/>
Others:	<input type="checkbox"/>	<input type="checkbox"/>

**7** What are measures to promote a common culture (events, communication, contacts, etc.)?

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### Knowledge Transfer Objectives

**8** Please indicate in the list below the three most important objectives your organisation wants to address with knowledge transfer.

	Current	Target
Increasing productivity and efficiency	<input type="checkbox"/>	<input type="checkbox"/>
Cost reduction	<input type="checkbox"/>	<input type="checkbox"/>
Reduction of financial risks	<input type="checkbox"/>	<input type="checkbox"/>
Increasing motivation of employees	<input type="checkbox"/>	<input type="checkbox"/>
Reduction of human risks	<input type="checkbox"/>	<input type="checkbox"/>
Increasing ability to innovate	<input type="checkbox"/>	<input type="checkbox"/>
Increasing growth	<input type="checkbox"/>	<input type="checkbox"/>
Supporting creativity	<input type="checkbox"/>	<input type="checkbox"/>
Increasing quality of services / products	<input type="checkbox"/>	<input type="checkbox"/>
Others:	<input type="checkbox"/>	<input type="checkbox"/>



**Your Knowledge Transfer Activities**

**9** Please indicate how much time (in percent of your overall working time) you spend currently with knowledge transfer, separated by knowledge distribution and knowledge capturing. Indicate also your ideal (target) values.

	Current	Target
Knowledge distribution	___ %	___ %
Knowledge capturing	___ %	___ %

**10** Please indicate in which form you *distribute knowledge* (in percent of the overall knowledge distribution time, i.e. the sum should be 100 %). Feel free to add your own categories.

	Current	Target
Introduction and coaching of new employees	___ %	___ %
Introduction and coaching of colleagues	___ %	___ %
Training courses	___ %	___ %
Presentations	___ %	___ %
Attending conferences	___ %	___ %
Document preparation	___ %	___ %
Meetings	___ %	___ %
Management lines	___ %	___ %
Intranet	___ %	___ %
E-Mail	___ %	___ %
Bilateral conversations	___ %	___ %
Personal network	___ %	___ %
Unplanned informal conversations	___ %	___ %
Breaks: Lunch, coffee, etc.	___ %	___ %
„Story telling“	___ %	___ %
Rumours	___ %	___ %
Private time: Sports, beer, etc.	___ %	___ %
	___ %	___ %
	___ %	___ %
	___ %	___ %
	___ %	___ %
	___ %	___ %



**11** Please indicate in which form you *capture knowledge* (in percent of the overall knowledge capturing time).

	Current	Target
Introduction and coaching from colleagues	___%	__%
Training courses	___%	__%
Presentations	___%	__%
Attending conferences	___%	__%
Document studies	___%	__%
Meetings	___%	__%
Management lines	___%	__%
Intranet	___%	__%
E-Mail	___%	__%
Bilateral conversations	___%	__%
Personal network	___%	__%
Unplanned informal conversations	___%	__%
Breaks: Lunch, coffee, etc.	___%	__%
„Story telling“	___%	__%
Rumours	___%	__%
Private time: Sports, beer, etc.	___%	__%
	___%	__%
	___%	__%
	___%	__%
	___%	__%
	___%	__%

**Your Personal Comments**

**12** Are there further possibilities to improve Knowledge Transfer?

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Thank you for your cooperation!