Running our high-turnover organisation

A case study - Knowledge Management project

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Int'l Board Top level Coordinators Subtop level RAs Mid level Local groups Local level

Introduction

Fast change of management! Each year **1**st **July**: change

How do we cope with this?



Board of European Students of Technology

International non-profit association

For **technology** students by **technology** students.

95 Universities in Europe -- 1.7 million students reached 3200 members

1 International Board of 6 people
Unpaid, full-time dedicated (~60-70h a week)

Differences with other organisations

- I. Culture of 12-14h working days during events
- II. We tend to do things ourselves (eg. coding)

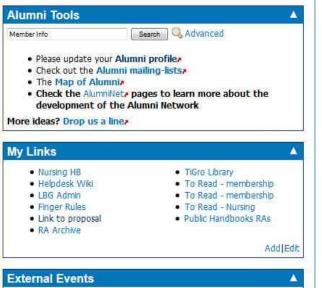


















Upcoming deadlines:

Problem statement

We are students

Volunteers (uncertain level of involvement, dedication ...)

! "Lifetime" of a member = 3 years av. — max 5 years

- 1 year to learn the job and become good at it
- + execute at the same time & prepare successor Valid for each level of the organisation.

Problem statement

- ✓ Internal working platform incl. wiki & document repository
- ✓ Making reports culture. (so so working)
- ✓ Training system: for all levels of involvement
- ✓ Intense preparation programme for new board.

BUT...

Knowledge is lost too often...

Many times especially the critical knowledge!



The solution

The magic words in industry since ~90s

"Knowledge Management"

BEST is INPA by technology students

- X We don't have professional experience (yet)
- x Can't afford expensive consultants.
- ✓ We are students: we know how to study

→ Decision to research the topic and come up with a solution tailored to our organisation.



The execution

July 2012: Decision for the topic

October – November '12: research phase I

Setbacks: other priorities (General Assembly)

December-January '13: research phase II

February: preparations at live-event

March 2013: Knowledge Management Workshop

= **5 days**, **16 people**, discussing problems, creative process to find solution, defining **24 projects**

March 2013 – present: implementation of the 24 projects



The outcomes – an example

3 people gained in depth knowledge on this topic What about the other 2984? And plenty after them?

- How to ensure long term results?
- How to enable local groups to benefit from effort?

"Generic local knowledge management system"



The outcomes – an example

Step 1

- □Collecting acquired knowledge before people leave
- ☐ Make it available for future generations

(internal) Training

March 2013 - First version ready

April 2013 - First delivery

August 2013 - Second delivery + second version

April 2014 - Final version



The outcomes – an example

Step 2

- Testing new training
- Setting up generic system

Test group: BEST Ghent

October 2013 - Receiving training

Oct - Feb - Discussion about implementation

March 2014 - Implementation finished

Now: Implementing on large scale with limited resources



Lessons learned



Believe in your potential Try out – it can't get worse, can it?

Know your limits

Present day: 3-4 projects are implemented...

Will it ever be done? Who knows?

We are still the same organisation with the same limits.

We have improved our situation - Victory ?



