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P4.223 Optimization of knowledge transfer in ITER

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Knowledge retention and transfer strategies are crucial for the success of every project. Especially on complex innovation projects, within high-tech sectors such as the aerospace industry or fusion, inter-organizational knowledge management needs to be promoted during the entire project life cycle. Project-created knowledge is based on the learning from the day-to-day activities, planning processes, reviews and evaluations coming from all involved stakeholders. In the case of IO, this includes in-house staff, Domestic Agencies (DA's), and contractors.

With cross-functional, inter-organizational and multicultural teams, ITER needs a robust framework to enhance the collaboration and transfer of expertise among the members and to promote the knowledge sharing. The capturing of lessons learned cannot be addressed as stand-alone process and must be integrated throughout the entire organization. As other Lessons Learned Information Systems (LLIS) have shown, an effective system aligns and promotes the dissemination of lessons learned, and embeds the process within the culture. Allocation of necessary resources for monitoring and follow-up is also crucial.

This paper shows how to optimize the lessons learned management on continuous and user-friendly basis beyond the functional and organizational boundaries. The methodology consists of a four-pillar framework, and some mechanisms to incentivize knowledge flow (and to prevent the organization from falling into poor documentation or not taking advantage of the learning effect). A description of the integrated concept and of the platform of knowledge transfer (with twofold goals of knowledge sharing at project and at sector levels) is provided in detail. Some constraints, individual and organizational barriers and risks are presented together with recommended mitigation actions.

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