



## A PEER MENTORING PROGRAM FOR KM PROFESSIONALS

### *“KM PRACTITIONERS HELPING EACH OTHER”*

FEBRUARY 2024

#### I. INTRODUCTION

This Peer Mentoring Program is for KM professionals and practitioners, both active and retired, in existing KM networks. KM initiatives are often complex and slow to take off, and those in KM roles could greatly benefit from bouncing off reflections and ideas with others who have “been there and done that”, in an extended, targeted, and personal way. This Program aims to provide current practitioners the opportunity to share insights for learning and improvement and provide real-time, personalized support to the less experienced or resource-deficient.

Current existing KM networks possess memberships rich with ideas, expertise, and experience. Those new in KM roles and/or who face current KM-related challenges in the workplace could benefit from these networks by sharing the load with a “buddy” or KM “conversation-sparring partner” for a limited and defined period of time. Mentoring is also all about dialogue, in which mentor and mentee co-create useful knowledge. The Program is also an opportunity for KM practitioners, especially those who don’t necessarily author KM-related books, journals, or research papers to actively contribute to the KM field.

Indirectly, it could also be a channel to encourage more diversity and inclusion, particularly in the empowerment and visibility of women as well as non-native English-speaking KM professionals in the workplace.

#### II. PILOT EXERCISE 2023

To explore this initiative, a 6 month pilot was run from April to November 2023. The pilot was composed of a small group of 8 volunteer mentors from the KM4Dev and SIKM Leaders Communities. Potential mentees were invited from both networks, of which 15 were selected and assigned mentors.

For this pilot, the volunteer mentors were free to take on as many mentees as they liked, depending on their availability. A mid-year review and an evaluation survey were conducted, in order to improve and/or scale the activity for a wider group of mentors and mentees. It was also suggested that an article in a KM journal be

posted to reflect the pilot findings and lessons learned.

### **III. PROGRAM OBJECTIVES**

This mentoring program aims to contribute to the professional growth and development of all KM professionals and has the following objectives:

- Provide real-time, targeted and more substantial KM support toward specific challenges in the workplace, especially for the benefit of less experienced or new KM practitioners.
- Strengthen technical competencies and/or programmatic knowledge
- Equip participants with the tools necessary to perform to their highest capability within their current roles and beyond
- Create opportunities to meet, exchange, and collaborate with others from different organizations, with different roles or experiences.
- Support a mutually beneficial mentoring exchange and indirectly benefit their respective organizations.
- Encourage participants as active allies of diversity, equality and inclusion in the KM profession.

### **IV. MECHANICS**

Based on findings from the pilot, this initiative will continue as an annual exercise that lasts for 12 months. It will continue to focus on (but not be limited to) one-on-one mentoring, comprising about 9-12 sessions (as needed), as agreed by both mentor and mentee. The program will be launched in mid-March and wraps up in March of the following year.

Mentors can be at any stage of their career path. The initiative supports the premise that each participant has skills to share and knowledge transfer is not only top down and comes from all organizational levels.

A mentee in this initiative is a member of an existing KM network, regardless of contract duration or type.

### **V. DEFINITIONS and RESPONSIBILITIES:**

#### **A. Mentor**

A mentor provides guidance to another person. A mentor will serve as a sounding board for the mentee, provide general career advice, learning support, sharing of knowledge and practices, among other considerations, in a confidential and supportive environment.

To become a mentor you will need to apply to the program, by completing the [Expression of Interest online application](#). This will include a brief profile and the top 3 KM challenge areas where you might be able to help other KM practitioners.

Moreover, a mentor:

- Commits to allocate time to the mentee, as agreed-upon by the mentor-mentee pair, throughout the twelve-month mentoring cycle.
- Can choose to mentor as many mentees as their schedule allows.
- Will review the mentoring guidelines and timeline and create a Mentoring Agreement with action plan with his/her mentee(s).
- Will complete the [end of programme feedback form](#).

## B. Mentee

A mentee is a person guided by a mentor. The targeted mentee for this program is either:

- A new KM practitioner
- A KM practitioner who just got a different or new KM role, or
- A KM practitioner who has a sticky challenge and who would benefit from another pair of eyes and ears to discuss with.

You can become a mentee by completing the [Expression of Interest online application](#). This should include a brief profile and the top 3 outcomes you hope to achieve with your assigned mentor, to assist in the mentor matching process.

Moreover, a mentee:

- Must have an expressed interest and makes a serious commitment to participate in the 12-month programme cycle (April 2024–March 2025). The expression of interest should reflect this commitment, even if the mentee leaves their employing organization before the mentoring cycle ends.
- Will review and create a mentoring agreement with action plan with the mentor.
- Will complete the [end of programme feedback form](#).

## VI. ONE-on-ONE MENTORING

- Mentors and mentees hold at least monthly, face-to-face or virtual meetings, for 60 minutes.
- Mentors check in with their mentees regularly to establish a trusting relationship.
- The mentoring pair creates a [mentoring agreement](#) with SMART goals to guide their exchange.

## VII. TIMELINE

The timeline below will serve as a guideline for the mentoring programme.

What	By whom	To whom	By when
<b>I. Getting started</b>			
Expression of Interest (EoI) sent to interested mentees and mentors	Program Lead	All KM practitioners	mid-March 2024
"Meet the Mentors/Mentees", speed dating style			early April 2024
Submit top 5 requests for preferred mentors/mentees	Mentees/Mentors	Program Lead	mid-April 2024
Mentees and mentors matched Pairing will take into account submitted requests, while ensuring reasonable matching of expertise requested/offered, diversity, practicality (ex. time zones)	Program Lead, Program Adviser, "Screening board"		end-April 2024
<b>II. Mentoring Period</b>			
1st contact mentor and mentee done	Mentees and Mentors		early May 2024
Mutually agreed Mentoring Agreement established	Matched mentees and mentors		end-May 2024
1st mentoring session done	Matched mentees and mentors		end-May 2024
If needed, request to switch or drop a mentor/mentee	Matched mentees and mentors	Program Lead	mid-June 2024
Mid-year review, mentees and mentors (separate)	Program Lead, Program Adviser, Mentees/Mentors		end September 2024
Last mentoring session done	Matched mentees and mentors		end February 2025
<b>III. Wrap-up</b>			
Evaluation survey sent	Program Lead	Mentors and Mentees	end February 2025
Wrap up event (optional)	Program Lead, Program Adviser, Mentees/Mentors		early March 2025
Certificates and badges	Program Lead	Mentors and Mentees	early March 2025

## VIII. Volunteer Advisor, Coordinator and Screening Board

### A. Program Lead

**NINEZ PIEZAS-JERBI** is former Chief of the KM Section of the World Trade Organization (WTO) in Geneva, Switzerland. She is also holder of the CILIP Chartership in KM. After more than 30 years of service at the WTO, she retired in July 2022 and is now based in the USA. She has an Executive Master's Degree in Positive Leadership and Strategy from the IE School of Human Sciences and Technology in Madrid and a Bachelor of Science degree in Statistics from the University of the Philippines. Ninez continues to share her expertise and experience in the workplace as KM Consultant and Executive/Professional Development Coach (ICF ACC). She is also a certified Kundalini Yoga teacher (500HR) that promotes physical and mental vitality towards Transformational Leadership. More information on Ninez can be found in her website, [nineznow.com](http://nineznow.com). Ninez has been the inspiration and energy behind putting together this volunteer mentor programme among members of the SIKM Leaders Community and KM4Dev.

### B. Program Advisor

**PATRICK LAMBE** is a globally recognized knowledge management expert, keynote speaker, and knowledge management trainer. Patrick was originally trained in Information and Library Science. He arrived in KM via a second career in training and development and has been based in Singapore for three decades. Patrick is the author of *Organising Knowledge: Taxonomies, Knowledge and Organisation Effectiveness* (Oxford: Chandos 2007), and co-author with Nick Milton of the award-winning *The Knowledge Manager's Handbook 2nd ed.* (London: Kogan Page 2019). His most recent book is *Principles of Knowledge Auditing: Foundations of Knowledge Management Implementation* (MIT Press, 2023). Patrick advised CILIP UK on the development of their KM Chartership programme, is Visiting Professor in the KIM PhD programme at Bangkok University, and former President of the International Society for Knowledge Organization Singapore Chapter.

### C. Screening Board

The responsibility of the Screening Board is to ensure diversity, balance and experience among selected mentors and mentees. It is currently composed of the Program Lead, Program Advisor and some of the KM Mentors during the Pilot

exercise of 2023. The composition of this board *may change over time* depending on availability of the mentors.

#### Volunteer Pilot KM Mentors

**CHRIS COLLISON** is an independent management consultant and is director and owner of Knowledgeable Ltd, based in the UK. In the late '90's he worked as part of BP's acclaimed knowledge management team – a team accredited with generating over \$200m of value through pioneering knowledge management. During this time, he co-authored the business bestseller "Learning to Fly" which has now become a standard work in the field of knowledge management. "The KM Cookbook" was published in 2019, and his most recent book "Return on Knowledge" was published in 2022. As an independent consultant with sixteen years of experience, Chris's 170+ clients include the World Bank, Philips, Roche, Pfizer, Syngenta, UNICEF, GlaxoSmithKline, PwC, Deloitte, Linklaters, FIFA, European Commission and a number of European government departments. He is visiting faculty. He is visiting faculty at Henley Business School, is an advisor to the International Olympic Committee, is a Fellow of the CIPD, and a Fellow of CILIP.

**CHARLES DHEWA** is a proactive Knowledge Management specialist, evaluator and thought leader on African food systems, rural development and indigenous knowledge systems. Working at the intersection of formal and informal agricultural markets across Africa, his organization, Knowledge Transfer Africa also known as [eMKambo](#) trends around food systems to ensure agricultural value chains are driven by knowledge, technology and innovation. He is always clarifying opportunities and influencing policy through his thought leadership [blog](#) as well as Ted Talks like this [one](#). At the international level, Charles is a Core Group member of the Knowledge Management for Development D-Group ([www.km4dev.org](http://www.km4dev.org)) as well as a communication and evaluation consultant under the IDRC-supported initiative known as [Designing Evaluation & Communication for Impact \(DECI\)](#).

**NANCY DIXON** is a University Professor turned consultant. She was at the George Washington University for 12 years, and before that at the University of Texas, in Austin. In 2000 she left the University to do full time consulting. That same year her book, Common Knowledge: How Companies Thrive by Sharing What They Know, was published by Harvard Business School Press. She is the author of eight books as well as over 50 articles that focus on how organizations learn. Her books include "Company Command: Unleashing the Power of the Army Profession" (with Burgess, Allen, Kilner and Schweitzer), "Perspectives on Dialogue", Center for Creative Leadership, "The Organization Learning Cycle",

McGraw Hill and 2nd addition Gower. Her latest thinking is always on her blog, [nancydixonblog.com](http://nancydixonblog.com). She currently serves as an Adjunct Professor, Department of Industrial and Systems Engineering, at Hong Kong Polytechnic University.

**ALIM KHAN** has worked with a number of UN agencies as a consultant and staff member, including UNFPA, UNRWA, and WHO. His field experience includes designing and delivering more than a dozen regional and country level workshops in Africa, Asia and Europe, on e.g. planning and policy formulation, foresight, collaborative working practices, global programme evaluations, and preparedness and emergency response. As the ILO's Knowledge Management Specialist, he is currently introducing new and innovative tools, methods and practices to the ILO. Alim's prior experience before working in the UN system is largely from the private sector, including management consulting roles with a Boston Consulting Group company in Canada, the business consulting division of Andersen in the United States, and research and project management with IMD in Switzerland. Alim holds a Doctorate, two Master's degrees (in International Management and an MBA), and a BA.

**AZLINAYATI MANAF** is a long standing, highly experienced and accomplished knowledge management professional based in Kuala Lumpur with a demonstrated history of working in the Technology and Financial Services industry. She is also Vice President of ISKO Singapore. As the first Malaysian to receive Chartered KM status with CILIP, she has deep understanding of the principles and practices of knowledge management, and has successfully implemented knowledge management strategies in a variety of organisations. Her expertise lies in creating and implementing knowledge management frameworks, developing and managing knowledge-sharing platforms and project management. She has a distinguished background and experience in artificial intelligence, data science and analytics, and knowledge engineering. Azlinayati is also passionate about people development through coaching and mentoring, and helping organizations achieve excellence. She has a strong academic background, with Master's degree in Computer Science from The University of Manchester and Bachelor's degree in Computer Engineering from Multimedia University.

**KATRINA (KATE) PUGH** has 30 years of experience designing and leading strategy, information management and collaboration. She has led dozens of complex programs helping organizations to activate the knowledge of teams, divisions, and communities. Her firms and clients have included The World Bank, the Bill & Melinda Gates Foundation, JPMorgan, Intel, Fidelity, EY, United Nations, Australian Department of Foreign Affairs and Trade and others in international development, life sciences, financial services, and nonprofit sectors. As an educator, curriculum designer and facilitator, she has also been teaching on information strategy, networks and collaboration in the Columbia University Information and Knowledge Strategy Master of Science program for 11 years,

and was its Academic Director for six years. Her current research with University of Maine, using AI and machine learning, quantifies the impacts of conversation features on sustainability outcomes. She has a PhD from UMaine (NLP for sustainability), an MS/MBA from MIT Sloan School of Management, and a BA from Williams College. She is a co-founder of Plastic-Free Island Network (PFIN), and she has published several books and articles focused on collaboration and knowledge. From 2018-2021 she was on the Board of Trustees for LYRISIS, a nonprofit focused on open data for libraries, museums and archives. (Connect on <https://linkedin.com/in/katepugh>).

**ROCIO SANZ** serves organizations, teams, and individuals as a Knowledge Broker and Communications Specialist. She is based in Geneva, Switzerland and with more than 20 years of work experience in the fields of knowledge management and information architecture, communication, public information, and media in the context of development and humanitarian emergency responses. Her work is focused to improve knowledge management strategies, and competitive and business intelligence, working on developing frameworks, supporting information, networks, facilitation, and communication requirements, leveraging knowledge and learning, assessing knowledge needs, and evaluating gaps and flows. Communities, networks, and holistic teams are key to developing a comprehensive approach that supports any organization's performance. One of her main areas of research is focused on Knowledge Retention where she has carried out an assessment of Knowledge Retention and Customer Knowledge Management in the context of development. Worth mentioning is her latest co-research and publication on Knowledge Retention Framework and Maturity Model, published by Knowledge Management for Development Journal (ISSN 1871-6342). Her work experience also includes capacity building, development of training materials, document management and other targeted and tailored innovative tools required for knowledge elicitation, sharing, and generation.