

Case Study

Knowledge Continuity – Senior Executive

The challenge:

A senior employee wanted time to explore life enrichment activities. His position carried key corporate functions. The organisation was expanding and knowledge continuity was a potential barrier to a part-time executive role.

The approach:

- A draft workplace restructure was designed with the team.
- Board proposal considered strategic directions, knowledge continuity, expected organisational growth, a timeframe for change and an investment budget.
- The Job Role was chopped up into functions.
- A 5-year workplace redesign plan was developed
- Individuals on succession plans (and others) were recruited over time and on merit to the job functions.
- Conscious decision-making and date-driven change was important for the career planning and professional development of the executive and his work colleagues.
- By retaining corporate functions of Quality Assurance, Risk, Compliance & Community Relations, he was able to mentor others using his knowledge & experience.



The outcome:

Six different people now hold the knowledge of the previous job role, lessening the risk of knowledge walking out the door.

Other employees are proud to be working in an organisation that treated an older employee with obvious respect – positive impact on organisational culture.

Key learnings:

- Use strategy and a longer term view
- Be sensitive to perceptions (ie not moving older workers out, rather, supporting them with their plans)
- Use succession planning and maximise mentoring opportunities