

Knowledge retention and respect during career transitions

Saying hello and goodbye with equal enthusiasm and attention.

A group coaching intervention

When someone joins an organisation, the likelihood is that they will be made to feel very welcome and they will get a good induction programme to help them integrate and be effective as soon as possible.

How good are we at managing the transitions to other areas of work as people move around in the organisation, or the final transition when they resign, retire or are made redundant?

How do we make sure that these transitions are not a knowledge and resource drain to the business? Does senior management understand the potential impact? Taking action early to help capture the knowledge must be an advantage.

Knowledge sharing and retention are key components of a knowledge management culture. Asking the right questions when people are in transition supports:

- 1. Continuous business improvement:** time saving, eliminating inefficiencies and duplication. Asking the right questions in a handover maintains effective business operations, reduces downtime and provides insights that might lead to further business improvement.
- 2. Learning and development.** Asking the right questions to understand an employee's specialist knowledge and experience provides the opportunity for those remaining in the team to learn and develop.
- 3. Managing the redundancy conversation with enthusiasm and respect.** Asking the right questions helps the employee to leave with their head held high and feeling good about their contribution and value add to past business success. It maintains a positive relationship that might bear fruit in later business opportunities such as new hires, or new collaborations.

The redundancy conversation is one we dread, but do it well and with respect...and don't miss the opportunity to improve your business

What questions would you ask to facilitate retention and respect during career transitions?

Group coaching is an extension of one-to-one coaching, with additional opportunities to:

1. Reflect on shared experiences in a given area of personal or professional development
2. Explore how to tackle associated challenges or make the most of opportunities for learning and development
3. Create and deepen a supportive network with peers within a company or in the wider industry
4. Develop individual coaching skills for further self-coaching, and for supporting the development of colleagues and the wider network

This proposal focuses on how group coaching can provide the skills for delegates who would like to facilitate knowledge retention and respect during career transitions.

Participants will be introduced to coaching techniques as well as exploring, developing and practising the questions that they might use with colleagues during career transitions.

Practising the questions in this way will give them a sample of the wider knowledge that they will gain when they apply the questions in earnest within their wider organisation.



How group coaching works

Group coaching uses a 'training from the back of the room' approach.

The group coach provides a brief introduction to the topic for the session, supported by more detailed hand-outs. Group participants may also have been asked to complete pre-work or homework to support their preparation for the session.

Participants work in pairs or small groups to explore their own challenges, opportunities and share their insights using a peer-coaching approach. The group coaches (of which there are generally two) provide support to the break out groups as needed.

The whole group will gather periodically to share insights and feedback from the break-out sessions and generally reflect further.

Logistics

We will set up the logistics to suit your individual requirements. We anticipate conducting the group coaching over Zoom or a similar platform for the foreseeable future, using digital break-out rooms.

The length of the session is flexible, but we suggest that this be between 2-4 hours depending on your specific objectives for the session.

RiverRhee's Elisabeth Goodman will be working with Mike Mair of Mair Development to deliver this coaching (see biographies below).

We would suggest a maximum of 12 delegates.

Biographies



Elisabeth founded RiverRhee in 2009 after 25+ years' experience in the Pharmaceutical Industry in Information and Knowledge Management and in internal training and consultancy roles supporting teams on a global basis.

Her company's mission is to "create exceptional managers and teams" through training, facilitation and coaching.

Elisabeth believes in giving people the resources to be their best authentic selves, and to exercise autonomy whilst working in a collaborative working environment. Developing good practices in knowledge sharing and retention is one way to achieve this.



Mike set up his own company, Mair Development, based on his 40 years of experience and expertise in business. He has a passion for sharing knowledge and experience to positively impact people to grow and develop.

Mike is highly skilled and experienced in Leadership, Coaching, Facilitation and People Development, and bases his approach on listening to understand in order to deliver on specific business and personal outcomes.

Mike's own recent experience of redundancy together with that of his colleagues have motivated him to design learning content that will help businesses to be better at saying goodbye to their people. He believes that this approach will reduce the negative impact of the knowledge and resource drain on business operations.