

The Journey of Knowledge Transfer from Centralized into Distributed Implementation at Saudi Aramco

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ABSTRACT

Professional Knowledge Transfer Program (PKTP) has been designed and established to facilitate a structured, measurable and sustainable knowledge transfer among the professional workforce in Saudi Aramco. It started in late 2011 up to end of 2014 following a centralized approach where a core KT team assumes responsibility and accountability to lead the program implementation within different departments. Several challenges faced during that time led to reengineering the PKTP process to serve a more distributed implementation within departments since beginning of 2015 which is believed to bring several benefits to the stage. In this paper, I provide an overview of the PKTP process describing the centralized implementation approach along with its associated challenges. Then, I highlight the new distributed approach along with its believed associated benefits helping the PKTP implementation. Moreover, I provide a case study where such desired outcomes were manifested highlighting the role of HR in Knowledge Management & Transfer initiatives.