

Project Knowledge Harvesting: Process Integrated Approach to Knowledge Sharing in Complex Project Environment

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ABSTRACT

Driven by KOC 2030 strategy, the process integrated approach to project knowledge sharing is evolving to be the knowledge sharing model in KOC. It integrates with various organizational process and policies such as Project Gate System and Performance Excellence and Change Management. KOC is the 4th largest crude oil exporter in the world managing highly complex multi-million dollar projects over the past 80 years. Managing critical project knowledge is vital to the success of the project and the organization. However, due to the very nature of KOC - as an asset based org- and complexity involved, each project engagement generates a lot of 'learnings' that need to be factored into while new projects are initiated and thus avoid repeating the same mistake. But, many times these learnings are localized and remain as 'tacit knowledge' leading to scope re-work, schedule overrun, adjustment orders and claims. Considering the relatively higher number of mega projects, it's important that the issues raised during the project life cycle are centrally harvested, analyzed and the 'learnings' from these issues are shared, absorbed and are in-turn utilized to enhance and refine the existing process and practices, leading to improve the project performance. One of the many factors contributing to the successful completion of a project on time is the reduction in the number of variations or concessions triggered during the project life cycle. The project process integrated knowledge sharing framework discusses the knowledge harvesting methodology adopted, the challenges faced, learnings acquired and its impact on project performance. The framework facilitates the proactive identification of issues that may have an impact on the overall quality of the project and improve performance.