



Knowledge Transfer

Transform through Learning

As new technologies create new opportunities and complexities for managing and modernizing the grid, utility companies need to have a comprehensive strategy for building and sustaining internal technical expertise and operational excellence. Such a strategy must pair knowledge management and workforce development, attending to both programmatic improvement and lasting cultural and organizational change.

Quanta Technology can help. From extracting the know-how of your senior engineers to fostering innovative thinking and problem-solving across engineering teams, we partner with core thought leaders in your organization to develop a systematic approach to the codification, dissemination, and expansion of your company's core competencies. Whether you need subject matter experts to assist with training engineering staff or a long-term strategy for transforming your workforce, we provide both content and comprehensive change supports that enable learning to stick. More than just organizing learning, Quanta can help you create a *learning organization*—the kind that can enable employee innovation and new business models.

Service Offerings

Quanta offers two core service lines to support knowledge transfer and management: Training and Transformation.

Training

We provide a range of customized professional development activities—workshops, coursework, technical networks, cohort designs—to meet the learning needs of your personnel. Clients work directly with our subject matter experts and technical coordinators to craft a course of study that aligns with your strategic and/or business goals.

We also offers curriculum and training development services. Our curriculum (re)design process integrates the most up-to-date technical and adult learning practices into your existing training regimen, with particular emphasis on improving on-the-job learning.

Transformation

Our comprehensive transformation advising service can help you align your work, workplace, and workforce with your organization's strategic vision. This multi-tiered service addresses the cultural, programmatic, and structural changes needed across your organization to realize your "Utility of the Future" goals.

To facilitate transformation, Quanta partners with your organization every step of the way: from goal-setting, to strategic planning, to launch and support, to evaluation—we're participants, providers, and thought partners throughout. Key activities of the collaboration include:

- Envisioning the future of work in your organization
- A 360-degree review of your existing capacities and capabilities (Transformation audit)
- Reconceptualizing roles, tasks, and learning systems
- Roadmapping the "journey" to your Utility of the Future vision.

Our transformation partnerships are customized to your needs, foci, and timeline; each journey is different. The general transformation process detailed in an infographic on page 3 provides a typical sequence of steps and activities that can guide your thinking and planning on how the process can work for you.



Building the Utility Workforce of the Future

Smart grid technologies will not only continue to transform the role of the utility but also the roles of its workforce, increasing the need for utility personnel who can master power systems fundamentals *and* are agile in data analytics and customer relationship management. We can help you develop a strategy to recruit and/or develop dynamic employees by identifying emerging skill needs and current gaps, designing pathways and training programs to upskill current employees, and supporting management and leadership to foster meaningful change in workplace design and development.

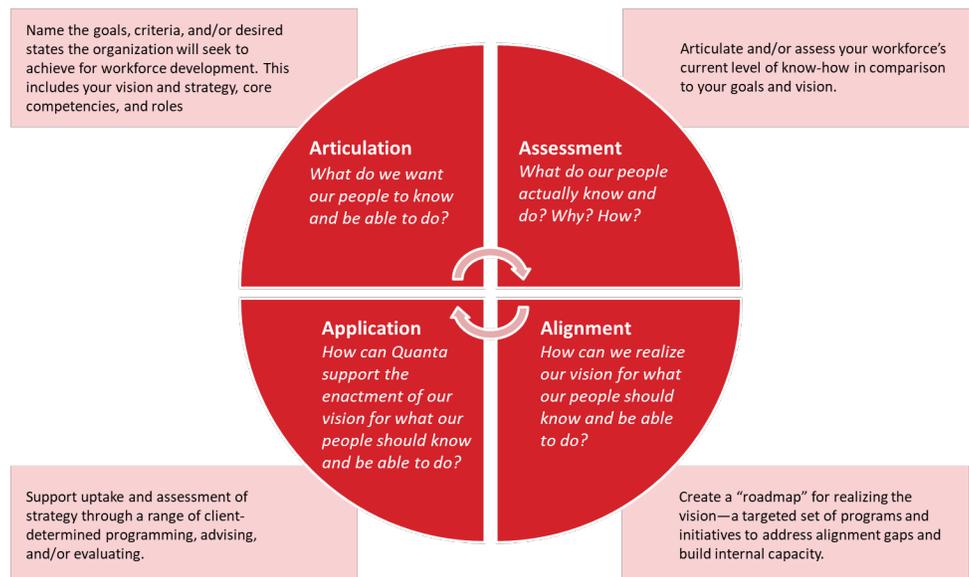
Why Quanta Technology?

With a unique service model that pairs technical experts with a change management advisor, Quanta Technology crafts organization- and site-specific solutions that attend to both the technical and technological demands of the work and the unique cultural and structural complexities of your organization. We can design knowledge management supports personalized to individual teams or roles; we can create long-term transformation agendas to reshape how work gets done in your organization. We can help you attend to immediate learning needs; we can create long-term transformation agendas to reshape how work gets done in your organization. Whatever the need, Quanta works with you to provide the resources and supports that align your people with your vision.

The Quanta Knowledge Management Process

Quanta employs a structured inquiry process for its knowledge management process; your key stakeholders are active partners throughout. We first work with you and your team(s) to **Articulate** your vision and desired future state, be it improvements to workforce knowledge and skills and/or the professional culture of your workplace; we **Assess** existing programming, workforce competencies, and/or organizational climate to identify gaps between the actual and aspirational. Alongside your organization’s thought leaders, we create a plan to **Align** your existing resources and bandwidth to your vision and attend to urgent learning or structural challenges; Quanta then **Applies** authentic, job-embedded learning practices—such as coaching, shadowing, and collaboration—to directly target the gaps and build internal capacity. During and following these activities, we assist you in making sure the learning sticks by monitoring uptake, providing ongoing guidance and feedback to you and your stakeholders, and creating tools to help you continually assess progress.

Unique Knowledge Transformation Process



Workforce Transformation

A Roadmap





Knowledge Transfer: A Comprehensive Vision

Our Knowledge Transfer support attends to multiple factors and resources, including

- Professional development and training
- Learning platforms and internal networks
- Innovation centers and/or initiatives
- Mentoring, coaching, and feedback
- Collaboration
- Induction, retention, and evaluation
- Organizational structures and culture

Use Case: Commonwealth Edison

Commonwealth Edison, provider of electricity to more than four million customers in the Chicago area and northern Illinois, recently partnered with Quanta on a “Learning Transformation” initiative to support the company’s Utility of the Future vision. Together, the utility and Quanta sought out both short-term and long-term impacts for the transformation:

- To develop a roadmap for recruitment, training, and retention of the “Engineer of the Future”
- Create a culture of continuous learning to help transition existing engineering staff toward the company’s vision of the future.

As a lead partner in the work, Quanta provided comprehensive and multi-tiered support in pursuit of these goals, drawing on a mix of both knowledge management and workforce development strategies to diagnose and respond to immediate and future needs. Initial efforts focused on defining the current state of the company as a learning organization: Quanta advisors spent nearly a month conducting an extensive review on the learning culture and behaviors of the organization’s entire engineering staff, with over 450 staff members engaged; the results were then shared with both junior engineers and managers in townhalls and feedback sessions, enabling more input on current challenges and future directions. Subsequently, multi-stakeholder task forces, with representation from both ComEd staff and Quanta advisors, were formed to address opportunities evident in the data collected, such as the creation of learning pathways in areas of need (e.g., DER, Python). Because results from the inquiry also showed wide variation in the learning behaviors and needs of each engineering team, Quanta advisors provided individualized support to the managers of several teams, advising them on best practices in support of mentoring, collaboration, and knowledge sharing.

To address the first goal, Quanta worked with ComEd—and drew on the input from more than two dozen industry thought leaders—to create “Engineer of the Future” performance standards that define what the utility’s engineers must know and be able to do to be successful in a rapidly changing industry. Using these standards, Quanta helped ComEd assess the current alignment of the organization’s personnel and its workforce development resources to these standards; the results were then used to develop a long-term strategy (a “roadmap”) that not only outlined a workforce development plan to address identified gaps but also diagnosed ways recruitment, professional development, and even organizational structures can be better aligned to the company’s Connected Communities vision.

Quanta is currently assisting ComEd in the implementation of this strategy. Our ongoing support includes program design, leadership development and coaching, and strategic advising.

About Quanta Technology

Quanta Technology is an independent technology, consulting, and testing company providing business and technical expertise, along with advanced methodologies and processes, to utilities and others in the power and energy industries. Our mission is to provide unparalleled value to our clients in every engagement across the value chain by using advanced software and hardware, laboratories, and custom tools for a holistic approach to practical service and the most insightful thought leadership in the industry.

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