

## ONLINE APPENDIX 2

### Knowledge Transfer Methods

In answering the questions in this section, please refer to the list of methods in the last page of the questionnaire. In answering the questions, you may simply enter numbers from that list. Also, in answering the questions please specify whether other parties besides the source and the recipient of the best practice, such as corporate or outside consultants, were involved in implementing the methods.

#### Initiation

- (1) Please list what is normally done to identify units that excel at «practice» within «company»
- (2) Please list what units that excel at «practice» normally do to share how they achieve superior results.
- (3) Please list what is normally done to discover unmet needs within «company»
- (4) Please list what is normally done to examine the feasibility of a transfer of «practice» within «company»

#### Implementation (Ramp-up)

- (5) Please list what is normally done to help a new adopter of «practice» get up to speed

#### List of Methods

The methods listed below are commonly cited facilitators of best practice transfer. You may want to refer to this list while answering.

- |  |   |
|--|---|
| 1) audit teams   | 20) best practice manuals                                       |
| 2) central adviser/expert  | 21) central consulting resource                                 |
| 3) central function controlling activity   | 22) company newsletters   |
| 4) company video films   | 23) company-wide database of best practices                     |
| 5) conferences   | 24) continuous improvement efforts                              |
| 6) conventions   | 25) corporate monitors units and decides what is best practice  |
| 7) corporate sets policy based on best unit  | 26) discussions held to influence units to raise their quality  |
| 8) formal control procedures   | 27) help from other units                                       |
| 9) informal control procedures   | 28) informal visits   |
| 10) intra-company forums   | 29) lead business units   |
| 11) line instruction   | 30) meet in a conference and agree to help each other           |
| 12) multi-unit task teams  | 31) newsletter describing new methods being developed by a unit |
| 13) operational reviews  | 32) organized periodic long (more than one week) visits         |
| 14) organized periodic short (less than a week) visits                             | 33) presentations   |
| 15) project team develops recommendations  | 34) project team recommends guidelines                          |
| 16) project team surveys current practice and develop standards for best practice. | 35) project teams other   |
| 17) reengineering efforts  | 36) rotation of personnel                                       |
| 18) skill pool management  | 37) start up team   |
| 19) total quality management efforts   | 38) workshops   |