KNOWLEDGE CAPTURE INTERVIEW

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IDB

Inter-American Development Bank

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Knowledge Capture Interview: Learning After Doing

Introduction

A disciplined approach to "Learn from Experience" is critical to the enduring ability of the Inter-American A disciplined approach to "Learn from Experience" is critical to the enduring ability of the Inter-American Development Bank (IDB) and its regional partners to make effective knowledge-based decisions and optimize development outcomes. In order to achieve the desired results, learning before, during, and after everything we do must be 'part of the way we work' at the IDB -not something extra.

The IDB has developed several methodological tools that will help Bank personnel and their regional stakeholders identify, capture, and as applicable, share their knowledge for re-use by others. As shown in Figure 1, these methods to mainstream learning from our individual and collective experience in every phase of our project cycle (and other key operational processes) include the After Action Review,[1] In Action Review,[2] Peer Assist,[3] Knowledge and Capture Interview.

Knowledge captured using these methods can be analyzed and organized using the 'Knowledge to Action' methodology,[4] which produces and organizes actionable 'Key Learnings' for re-use by their target audience(s). Key Learnings captured from individual projects can help teams solve current operational challenges and improve performance indicators. The cumulative capture of Key Learnings from multiple projects in a specific country, (sub-)sector, or business process allow for the compilation and validation of a critical mass of relevant knowledge, which can be disseminated effectively through an integrated online knowledge base and/or be leveraged to develop or update training or other capacity building efforts.

This way, the IDB can ensure practitioners are able to take advantage of what has been done and learned before in IDB operations, and make effective decisions based on the latest available knowledge.

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[1] For more information see After Action Review , Inter-American Development Bank, 2012
[2] For more information see In Action Review , Inter-American Development Bank, 2012
[3] For more information see Peer Assist, Inter-American Development Bank, 2012
[4] For more information see Knowledge to Action (K2A), Inter-American Development Bank, 2012

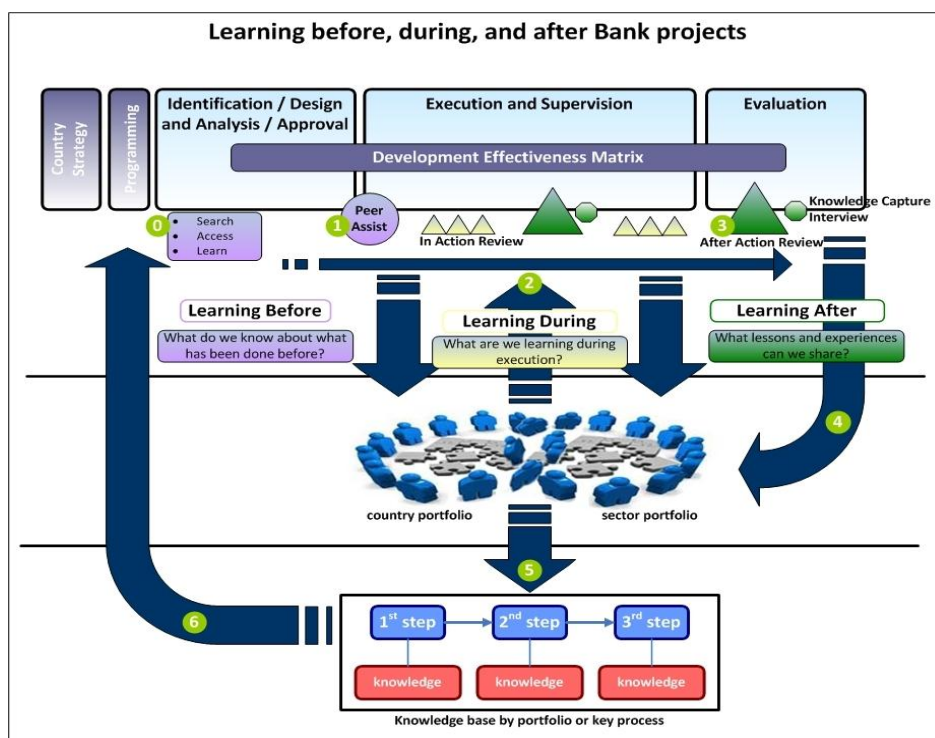**Learning before, during, and after Bank projects**

Figure 1. Learning from project experience -before, during, after.

What is a Knowledge Capture Interview?

The Knowledge Capture Interview (KCI) is one of the methods used within the Bank's cycle to learn from experience. Specifically, it is a 'learning after doing' technique that helps teams identify and share what worked and what hasn't worked, so that others within their family of projects (country, sector, or sub-sector portfolio) can take advantage of what has been learned.

The KCI is a technique used to identify and capture effective practices and learnings derived from the experience of the person(s) being interviewed. Key characteristics of a successful KCI are its emphasis on the interviewee's experiences and perspective (context rich), and its focus on going beyond the first 'layer' of knowledge to reach the deeper levels of understanding to make explicit the previously tacit fundamental causes or attributes of the issues being discussed.

What is the value added of a Knowledge Capture Interview?

Knowledge Capture Interviews are a quick and efficient way to capture valuable knowledge from participants in a project, event, or organizational process, so that it can be shared with others who may need it to support their decision making for better performance and results. They can also be leveraged to conduct 'exit interviews' when a person leaves a project, team, organizational unit, or the Bank.

The Knowledge Capture Interview:

- Focuses on gaining multiple, diverse perspectives -without sharing them directly with one another- on shared issues or topics

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- Is ideally suited for end of phase/project learning for dissemination to other audiences, but it does not directly support team or relationship building.

This approach can engage IDB project team members, government counterparts, private sector partners, project beneficiaries, and other key stakeholders of the project, either separately, together, or both. KCI and After Action Reviews (AAR) are often used together to complement the value added each brings.

How can I set up Knowledge Capture Interviews and what support is available?

Knowledge Capture Interviews require relatively little lead time to prepare and execute and are typically conducted with one person at a time (or a few people who share the same role/perspective). They take 1 hour (and no more than 90 minutes) each, making them relatively easy to plan and schedule.

It is important to define the general purpose and scope of the knowledge you would like to capture and who the target audience is for dissemination. The KNL team is available to provide in-depth methodological and facilitation support to plan and conduct KCIs, and determine the best way to document and disseminate their outcomes.

For more information, please contact KNL/KNM at aprenderdelaexperiencia@iadb.org

What are some keys to conducting successful Knowledge Capture Interviews?

Prepare:

- Collect and review relevant background information to establish baseline understanding of topic/project/process/activities under review
- Establish the purpose and scope of the knowledge capture effort, identify key participants and key issues to address, any potential risks, and schedule interviews at least one week in advance, if possible, and
- Provide each interviewee with the purpose, scope, and duration of the interview, as well as a few sample questions, and how you plan to use the output from the interview in advance as part of the invitation, so he/she understands why he/she is being asked to participate and has a chance to start thinking about the topic.

Conduct interview:

- Review with the interviewee the purpose and scope of the interview and answer any questions or concerns he/she may have. Explain how the output (notes or recording transcript) from the interview will be used and that the interviewee will have an opportunity to review and validate the output before it is disseminated (if applicable)

- Approach the interview as an open conversation -not a simple Q&A- focused on deepening understanding and root cause analysis, using follow up questions. As the interviewer:

  o Ask open-ended questions – rather than ones with "yes or no" answers,

  o Follow the energy and interests of the interviewee,

  o Limit your foot print as much as possible. Refrain from sharing stories or opinions,

- o Once a line of thought is completed, introduce another topic and ask a question in a new direction, to keep the interview moving forward,

- o Do not use the interview question template as a 'crutch' or a list you have to 'get through', and don't introduce key issues identified prior to the interview too early to allow enough opportunity for them to come up naturally,

- o Look for opportunities to introduce new questions from the interview guide (or list of key issues), in order to delve deeper into discussions or issues that merit further analysis, helping interviewee to consider it from another angle, or shift the interview in a new direction after a topic has been sufficiently exhausted,

- o Close the interview with several questions that require the interviewee to summarize and reflect to answer all relevant topics were addressed.

- Confirm next steps with the interviewee.

Create interview deliverables:

- Knowledge capture interview outputs can be used to create knowledge products (e.g. case study, technical note, be distilled into actionable Key Learnings using the K2A[5] process, or used to source other dissemination or publication formats (web stories, presentations etc.).

- Give interviewees an opportunity to review their contributions for completeness and accuracy before publishing them.

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[5] For more information see Knowledge to Action K2A, Inter-American Development Bank, 2012

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