CAREER POWER-UP SERIES

FUTURE-READY MANAGERS

Managing Team Transitions: Ensuring Knowledge Continuity

11 November 2026

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BEFORE WE BEGIN

Today's facilitators



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BEFORE WE BEGIN

Zoom – Housekeeping Rules

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You are muted by default

The chat function is disabled.



Questions?

Please submit them through the Zoom Q&A button.



This session will be recorded

The recording and presentation will be available on:
Future Ready Managers Series

SESSION OVERVIEW

Today's Session Agenda

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1. **Introduction to the Future-Ready Managers: Career Power-Up Series**

2. **Knowledge Continuity: The Human Side**
   Building a Knowledge Sharing Mindset

3. **Knowledge Continuity: The Manager's role**
   Retaining Knowledge when Team Members Change

4. **Q&A**



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2. Knowledge Continuity: The Human Side

Building a Knowledge Sharing Mindset

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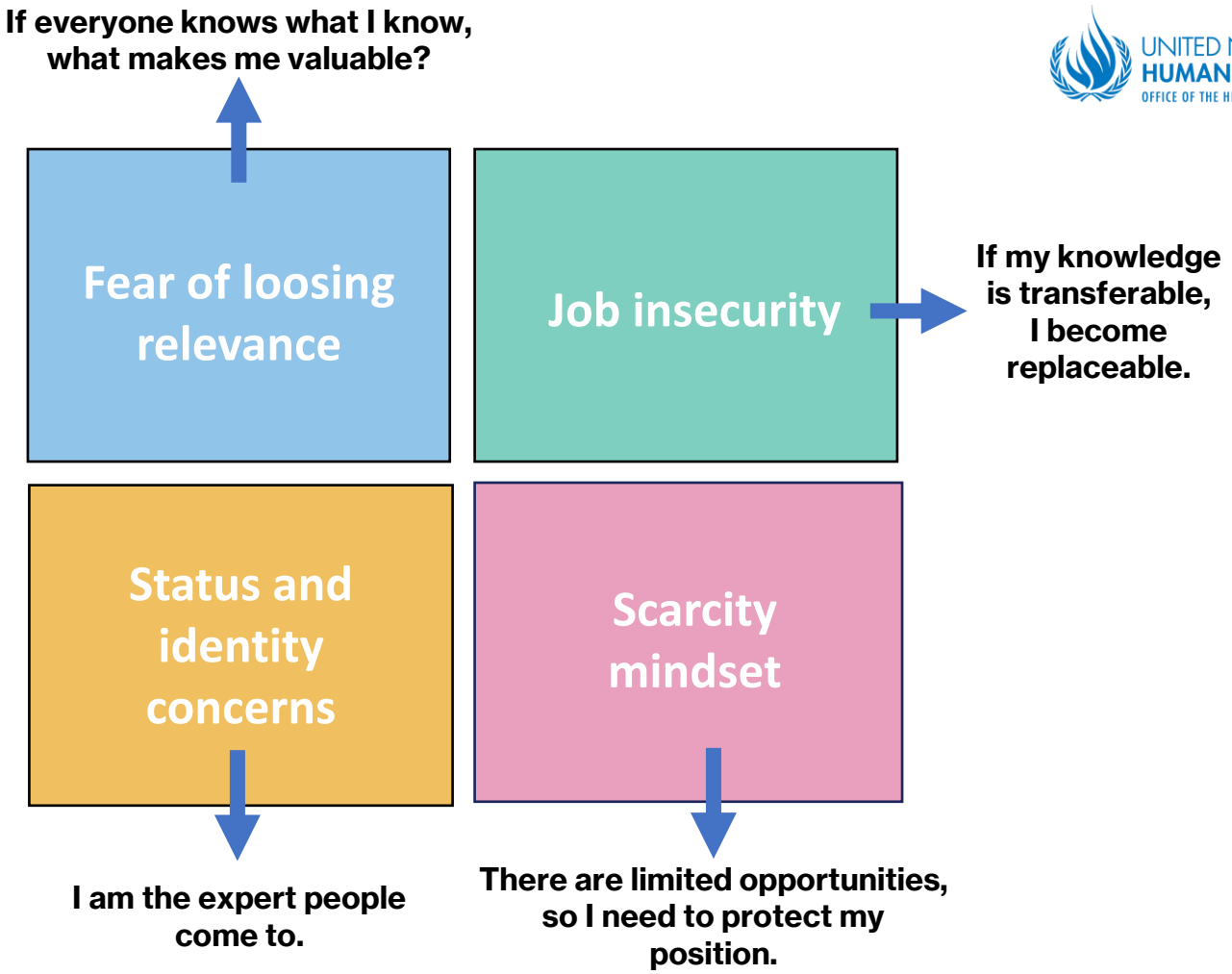
Why are people afraid of sharing knowledge?


If everyone knows what I know, what makes me valuable?
Fear of loosing relevance
Job insecurity
If my knowledge is transferable, I become replaceable.
Status and identity concerns
Scarcity mindset
I am the expert people come to.
There are limited opportunities, so I need to protect my position.

Underlying Psychological Concepts

Scarcity Mindset

Psychological ownership

Scarcity Mindset

Perceived limited resources (e.g., time, money, promotions, influences).

- Under scarcity people become more protective of assets, including knowledge.

Why is this important?

- Heightened stress, impairs productivity and mental health

(Barbosa & Real de Oliveira, 2026)

Psychological Ownership

- **Psychological ownership** is the feeling that ***this is mine***, even when the knowledge technically belongs to the organization.
- **Typical thinking**: “I built this process“ or “I am the expert on this topic“.
- When managers request documentation or handovers, staff members may **unconsciously experience it as a loss** of something they own.

What can managers do about it?

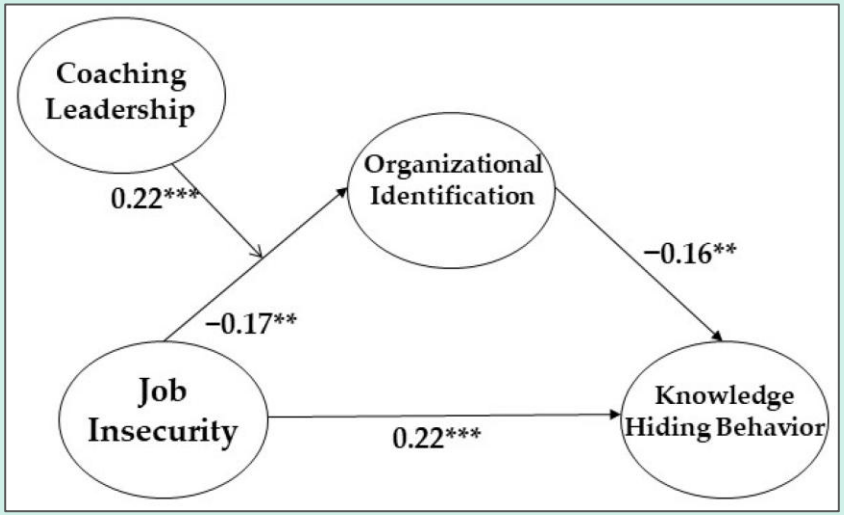
Mindset + Processes!

From Scarcity to Growth Mindset

What helps against scarcity mindset?

- Build **abundance logic:** Leadership commitment, psychologically safe climates, and supportive HR practices

- Managers who **coach** and support their teams can **soften the negative effects of job insecurity**, helping employees **maintain a strong identification** to the company.



(Jeong et al., 2022)

Mindset Shifts

“I'm being asked to give up what I've built.” ✗	“I'm being recognized for what I've built and invited to scale it.” ✓
Loss of ownership	**Recognition & impact**

Before asking for handover, **acknowledge expertise and contributions.**



Mindset Shifts

“Maria is the only person who knows this process.” ✗	“Maria has enabled three colleagues to perform this process independently.” ✓
Owning the process	**Creating the process**

Shift from ***what you know*** to ***how you contribute.***

Mindset Shifts

"When James is away, this process has to wait." 

Individual focus

"The troubleshooting steps are documented and understood by the team." 

Collective focus

Link knowledge continuity to team success.

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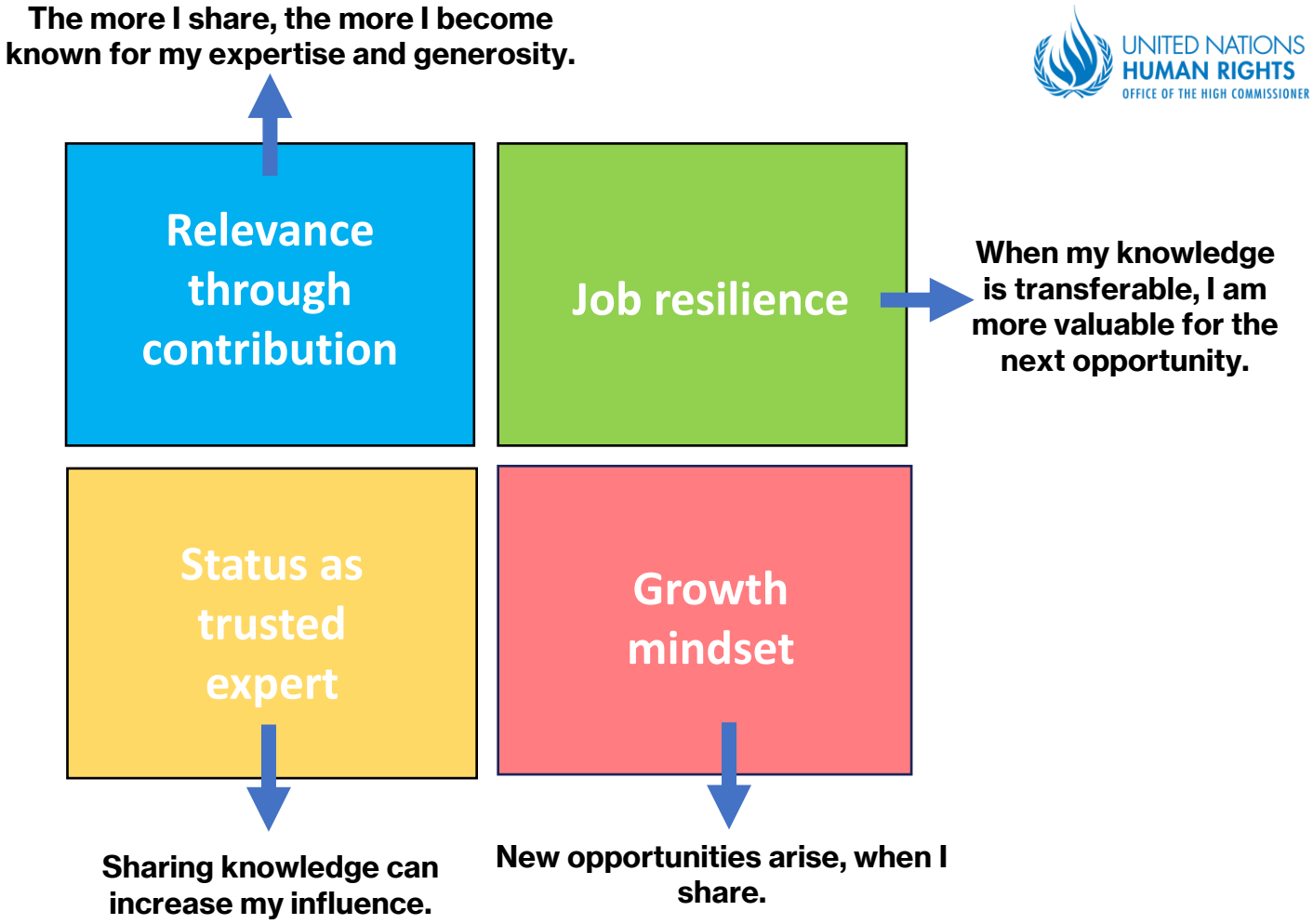
Knowledge sharing doesn't diminish expertise. It multiplies impact.


The more I share, the more I become known for my expertise and generosity.
Relevance through contribution
Job resilience
When my knowledge is transferable, I am more valuable for the next opportunity.
Status as trusted expert
Growth mindset
Sharing knowledge can increase my influence.
New opportunities arise, when I share.

Reflection

Am I accumulating knowledge or multiplying it?

Am I building a team that shares responsibility, or a team that depends on individual heroes?

How are people rewarded in your team: for what they know, or for how many others they help succeed?

Key Take Aways for Managers

Shift from *what you know* to *how you contribute.*

Link knowledge continuity to team success.

Acknowledge expertise and contributions before asking for transfer.

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Mindset + Processes!

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3. Knowledge Continuity: The Manager's role

Retaining Knowledge When Team Members Change

Undercover knowledge 😎

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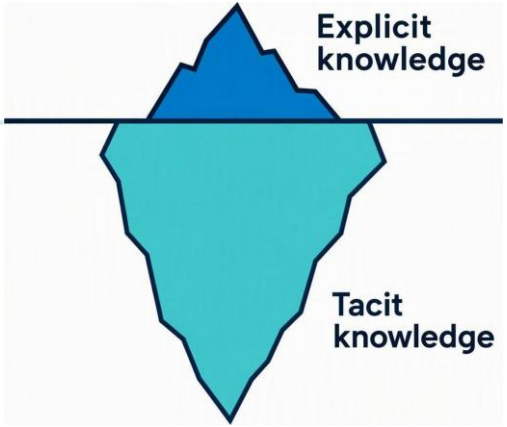
Explicit knowledge

Concept notes • reports • SOPs • data • templates • project status• how-tos



Tacit knowledge

- Why key decisions were made
- Promising, good and innovative practices
- Lessons learned: what succeeded, failed and should not be repeated
- Who matters and how relationships work
- Risks, sensitivities and informal workarounds
- Judgement built through experience

The risk is highest when knowledge is unique, essential and held by very few people.

SHIFT THE MODEL

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Continuity is a lifecycle, not an offboarding event

Build the transfer while people are working, not only when they are leaving.

1	**ONBOARD**	Give access to essential context, networks, platforms, resources and learning. Welcome the knowledge and experience that the person brings.
2	**WORK, LEARN, SHARE, USE**	Capture and share decisions, practices and lessons at milestones and as part of individual and team routines.
3	**TRANSITION+CONNECTIONS**	Use a structured handover plus knowledge conversations, with overlap where possible. Engage also those who worked with the person leaving and who will take up the functions.
4	**REUSE & IMPROVE**	Integrate retained knowledge and practice into onboarding, guidance, learning and training, planning and decisions.

Knowledge should flow through the lifecycle of a staff member.

AI makes the knowledge discipline more urgent

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Digital tools amplify what the organization has already captured, structured and made accessible.
BUT what if the organization is not consistently doing that?

AI is not a substitute for knowledge management.

It is a multiplier of the quality, accessibility and trustworthiness of our knowledge base.

1	**CAPTURE**	Decisions, lessons, practices, relationships and know-how
2	**CURATE**	Validate, classify, protect and keep material current
3	**CONNECT**	Make knowledge findable across people, teams and platforms
4	**APPLY**	Use it in onboarding, decisions, design and delivery

Managerial implication: knowledge capture is core work, not an exit task or a 'nice to have'.

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Knowledge continuity: before the transition clock starts

A light, repeatable routine that protects continuity without creating bureaucracy.

1	**IDENTIFY**	Identify the 3–5 knowledge areas most critical to continuity and who are the experts involved (within and outside the Team).
2	**PRIORITIZE**	Assess impact, uniqueness, urgency and sensitivity of retaining knowledge in those areas.
3	**PAIR METHODS**	Combine a concise handover with conversations, shadowing and/or mentoring.
4	**PLACE & PROTECT**	Agree where validated outputs and key resources live, who can access them and who maintains them.
5	**ONBOARD TO APPLY**	Turn retained knowledge into a 30/60/90-day pathway for an incoming colleague or person(s) taking over those responsibilities.

USE WHAT ALREADY EXISTS IN YOUR ORGANIZATION

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OHCHR's knowledge continuity ecosystem

Managers do not need to build a new system. They need to connect people, practices and platforms.

STRUCTURED TRANSITIONS	Enhanced handover notes • knowledge-focused exit interviews • closure and project templates • Content management
FIND & ORIENT	Welcome Mat • Intranet and Knowledge Hub • personal profiles and responsibility charts
CAPTURE & SHARE	Ongoing capturing of promising, good and innovative practices • Communities of Practice • Lessons learned • After Action Reviews • Expert conversations • Knowledge sharing opportunities (e.g. Coffee Briefings)
CURATE & REUSE	Practice Sharing Portal • Human Rights Library • Thematic repositories • UN Human Rights Knowledge Gateway • Intranet and Knowledge Hub

Tip! In your next team meeting, identify one continuity risk and assign one action.

Key Take Aways

Make knowledge visible - Credit the expert by name, invite them to share;
Acknowledge their role and contribution and where possible attribute reusable knowledge.

Make knowledge sharing safe –Create opportunities to regularly share knowledge; build trust among team members; welcome questions and learning; learn from past mistakes; model "I don't know, I need to explore further"

Make transfer observable – Create time and systems; incorporate and schedule knowledge transfer time as part of regular work and identify backups before urgency!

What we hear	What we encourage for knowledge continuity
I am the only one who knows this	Let us capture the decisions only you can explain and credit you as the guide.
I do not have time to document this	Walk us through the five decisions a successor cannot safely guess. Can I help you document these?
I will hand over when a replacement starts	Continuity starts now. Let's name a backup and start shadowing/mentoring cycle.

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4. Q&A

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Thank You!

See you at the next session!

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Resources



OHCHR Library Catalogue

https://searchlibrary.ohchr.org/?ln=en

UN Human Rights Knowledge Gateway

https://knowledgegateway.ohchr.org/