

Keynote Presentation

DRIVING KNOWLEDGE MANAGEMENT (KM) TO ACHIEVE ORGANISATIONAL EXCELLENCE

By
Ir. Hj. MOHD DAUD BIN HARUN
Director , PROKOM
JKR Headquarters



HALF DAY KNOWLEDGE MANAGEMENT SEMINAR

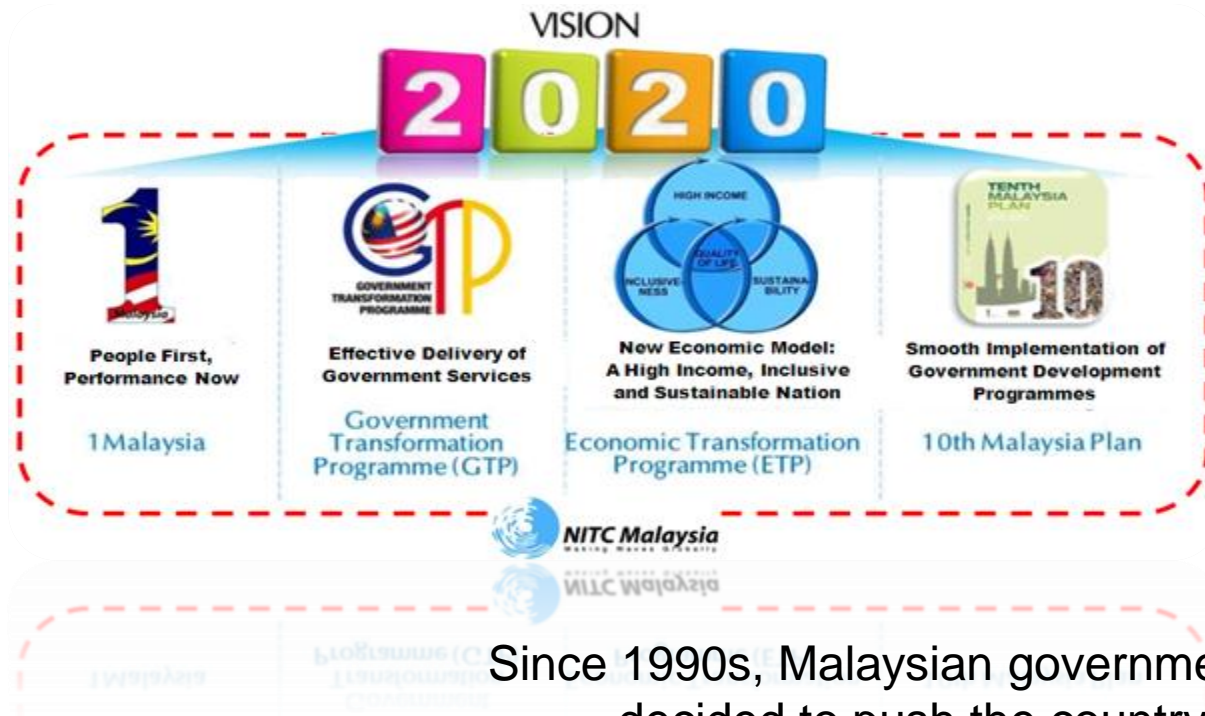
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Presentation Outlines

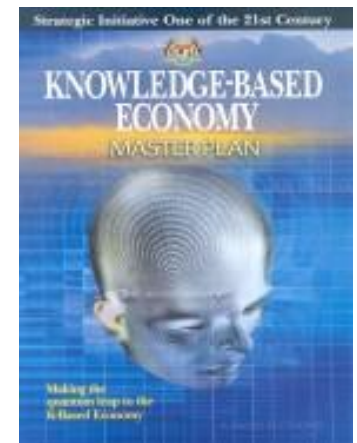
- Introduction
- Knowledge Management
- Organisational Excellence
- Knowledge Management in JKR
- Driving Knowledge Management
- Knowledge Management Maturity Model
- Conclusion

Introduction: Malaysia's Vision to Knowledge



Raising the capacity for knowledge and innovation and nurture 'first class mentality'

Since 1990s, Malaysian government decided to push the country of transforming from an industrial base into a K-economy based on knowledge and IT



Today's Information Challenge



More than 80% of enterprise's digitized information *reside in individual hard drives* and in personal files and 80% of the data is unstructured, not secure nor backed up.



Employees get 50%-75% of their relevant information directly from other people



Individuals hold the key to the knowledge economy and most of it is lost when they leave the enterprise

Knowledge Management: What is it?

- **From the results-oriented aspect-**
KM is “having the right knowledge at the right time, in the right format”.
- **From the process-oriented perspective-**
KM is “a systematic management of process by which knowledge is identified, created, stored, shared and applied”.
- **From the technology oriented definition-**
KM as “business intelligence + collaboration + search engines + intelligent agents”.



Knowledge and Knowledge Management (KM)

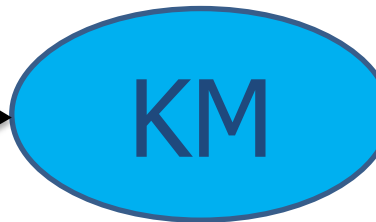
Unarticulated, more personal, experiential, context specific, hard to formalise, difficult to communicate and generally in the heads of individuals and teams

Tacit

Human oriented

Tools

- Knowledge Map
- Social Network Analysis
- Community of Practice (CoP)



Process necessary to capture , codify and transfer knowledge across the organisation to achieve competitive advantage

Can be easily collected, organised and transferred

Can be codified

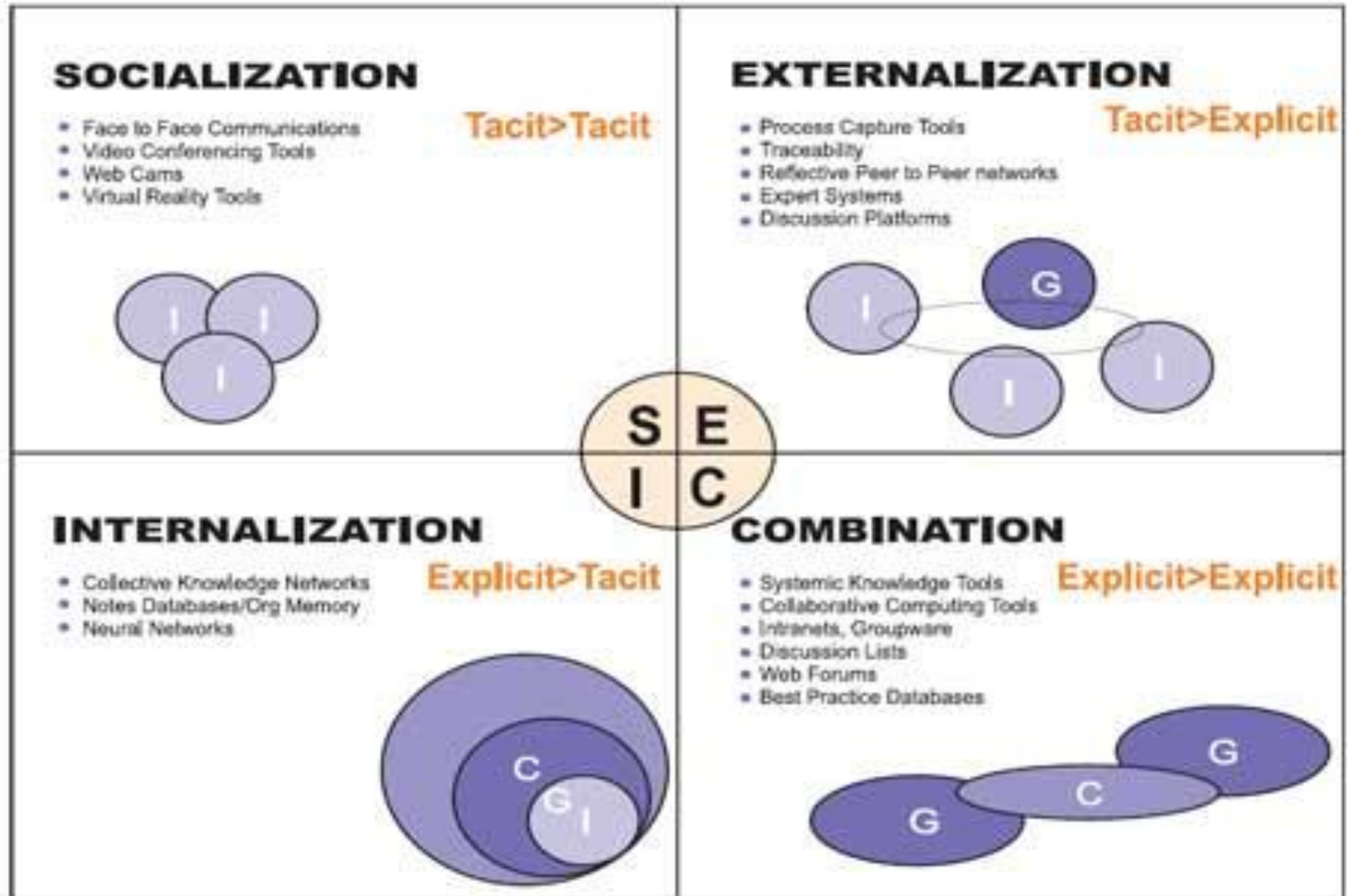
Explicit

System oriented

Tools

- KM Information Technology
- Knowledge Portal
 - Contents and data management systems
 - Data mining
 - Staff yellow pages

Knowledge Creation/Conversion Processes (Nonaka et al)



Issues and Obstacles (Private sector)

Organisational Issues Key to KM

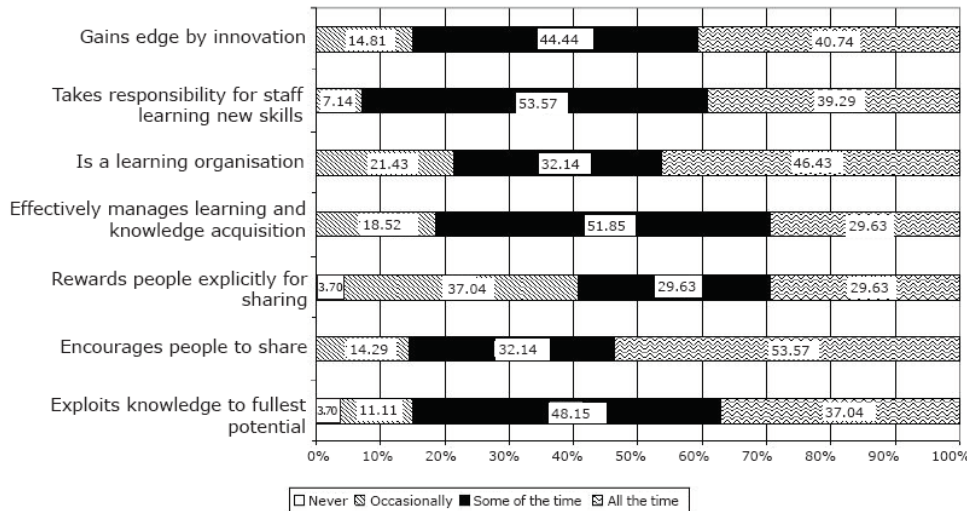


Figure 1: Organisational issues with regard to KM

A Study by MMU on 28 companies in Malaysia

Manufacturing / Engineering	:4 (14.3%)
Banking / Insurance	:4 (14.3%)
Energy / Utilities	:2 (7.1%)
Transportation / Distribution	:1 (3.6%)
Telecommunication	:1 (3.6%)
Construction	:1 (3.6%)
Others	:15 (53.5%)

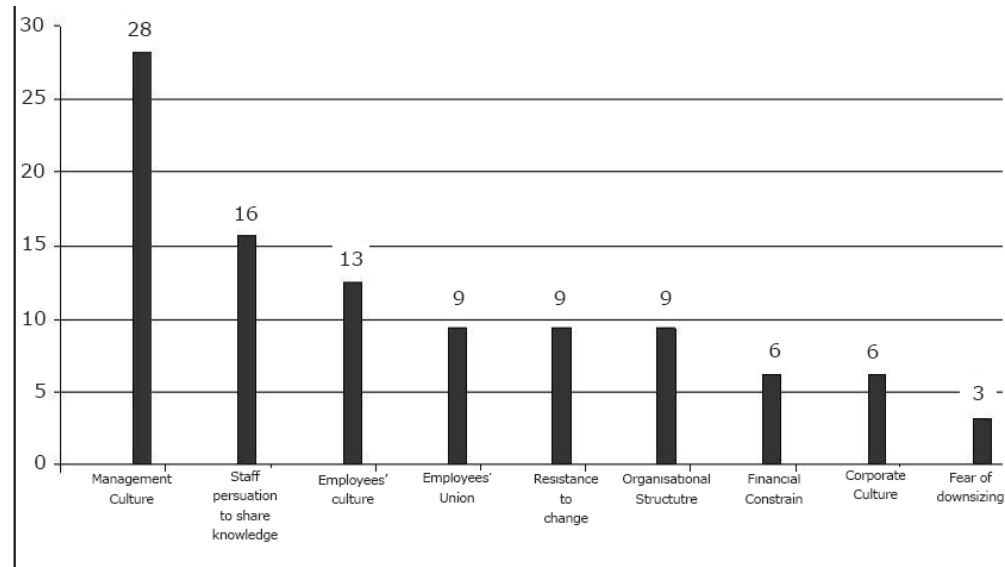
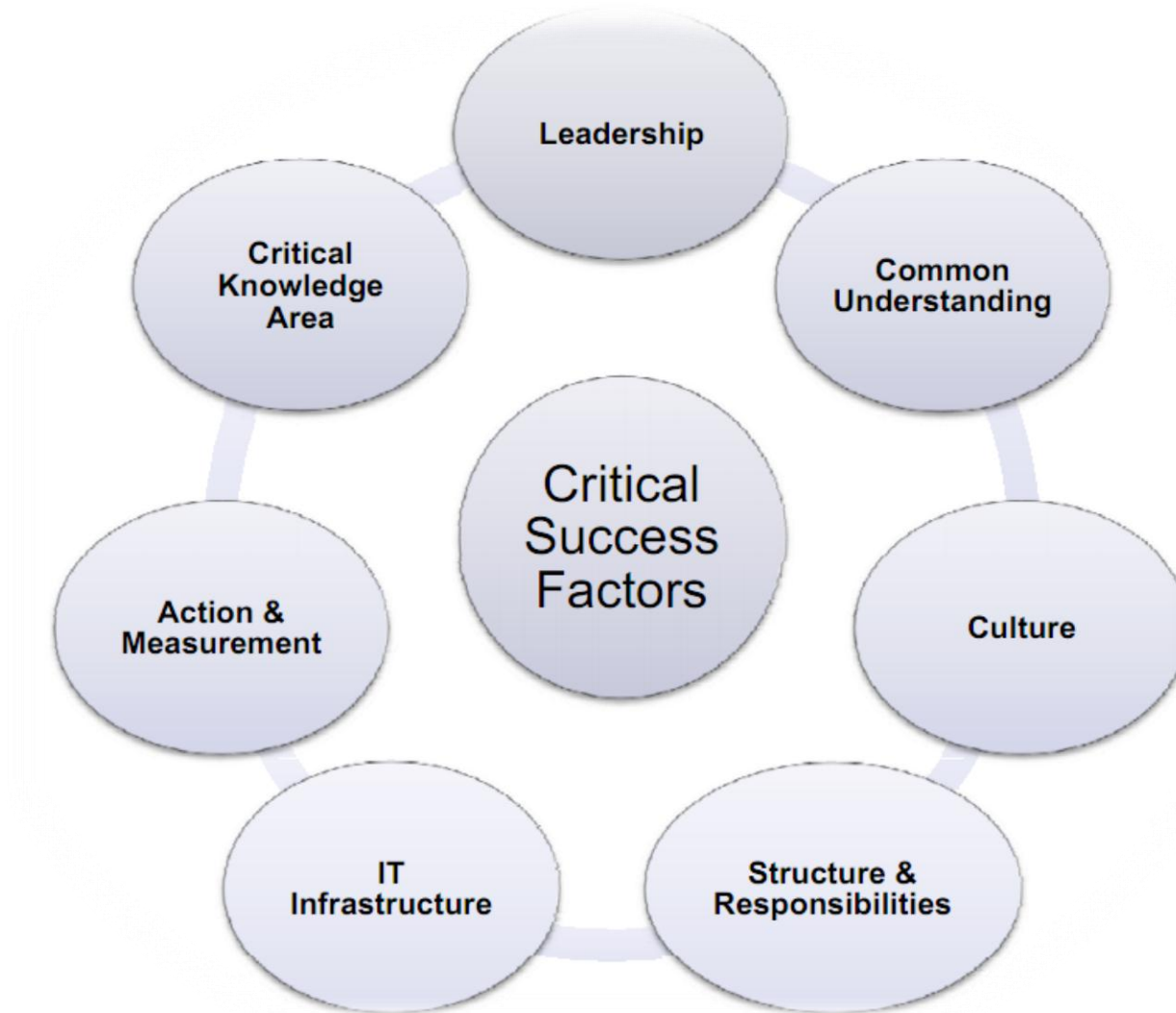


Figure 3: Obstacles to Knowledge Management identified by respondents

Critical success factors (MAMPU)

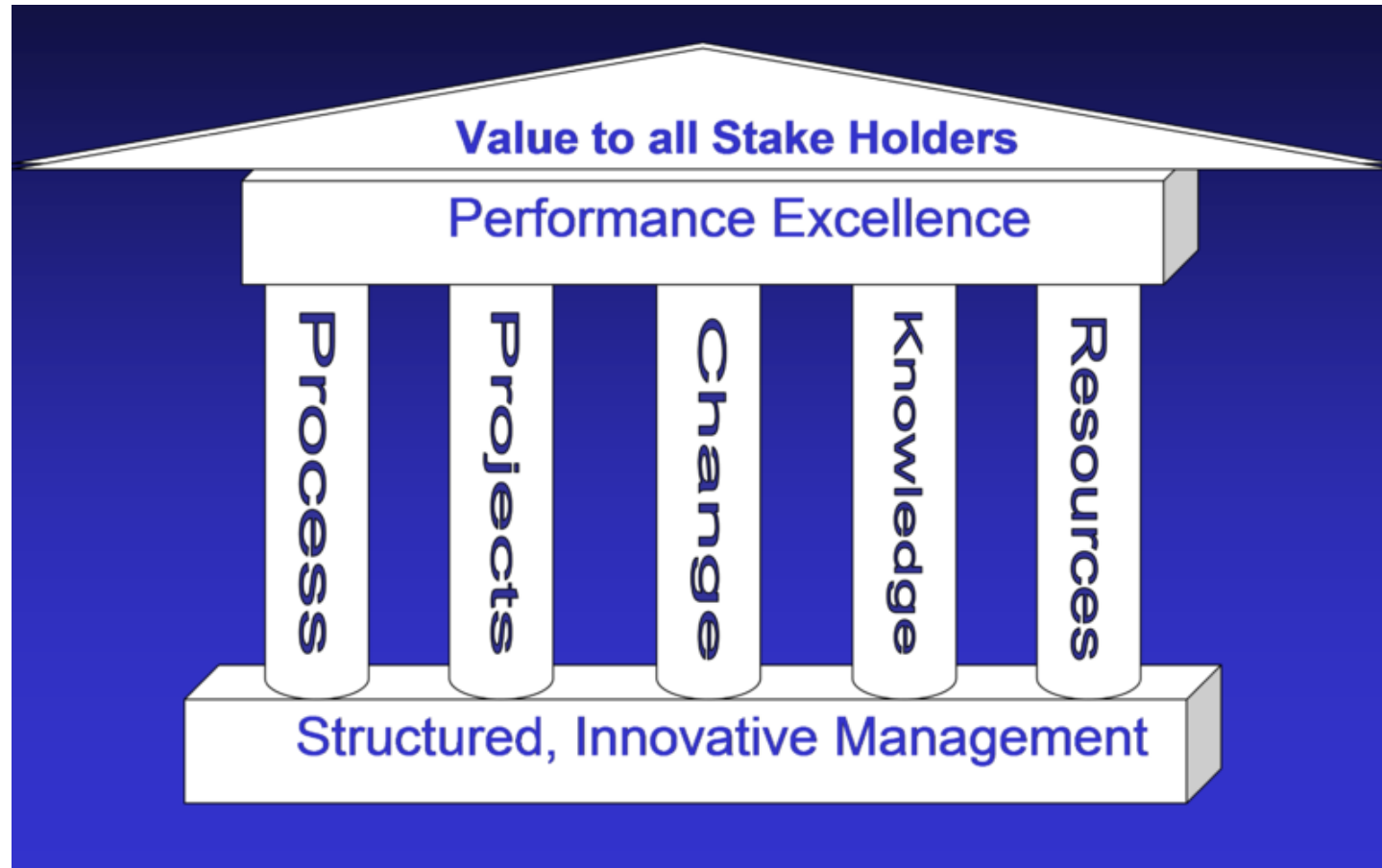


Organisational Excellence (OE)

- The European Foundation for Quality Management defines excellent organisations as those that “achieve and sustain superior levels of performance that meets or exceed the expectation of all stakeholders”.
- Only the very best organisation will attract customers.
- Customers will remember us for only two reasons:
 - if we deliver poor service or produce a poor product
 - if we deliver an exceptionally good service or product

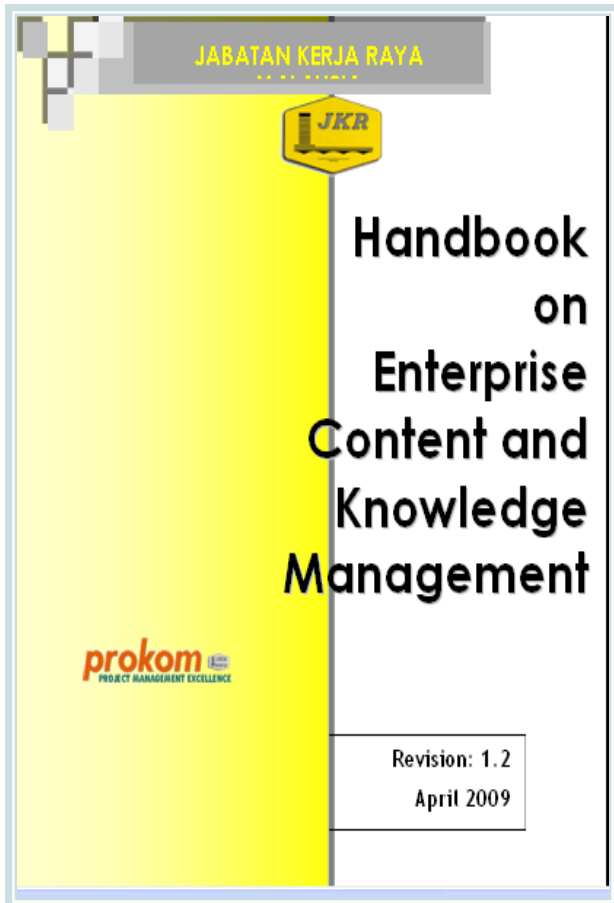


Pillars of Organisational Excellence (OE)



OE focuses on managing five (5) key management functions or pillars

KM in JKR



“ JKR will become a first-class knowledge centre that provides optimum performance support based on trust, partnerships and a mutual win-win mentality “

KM in JKR Strategic Framework 2012-2015

THEME 3: CENTRE OF TECHNICAL EXCELLENCE

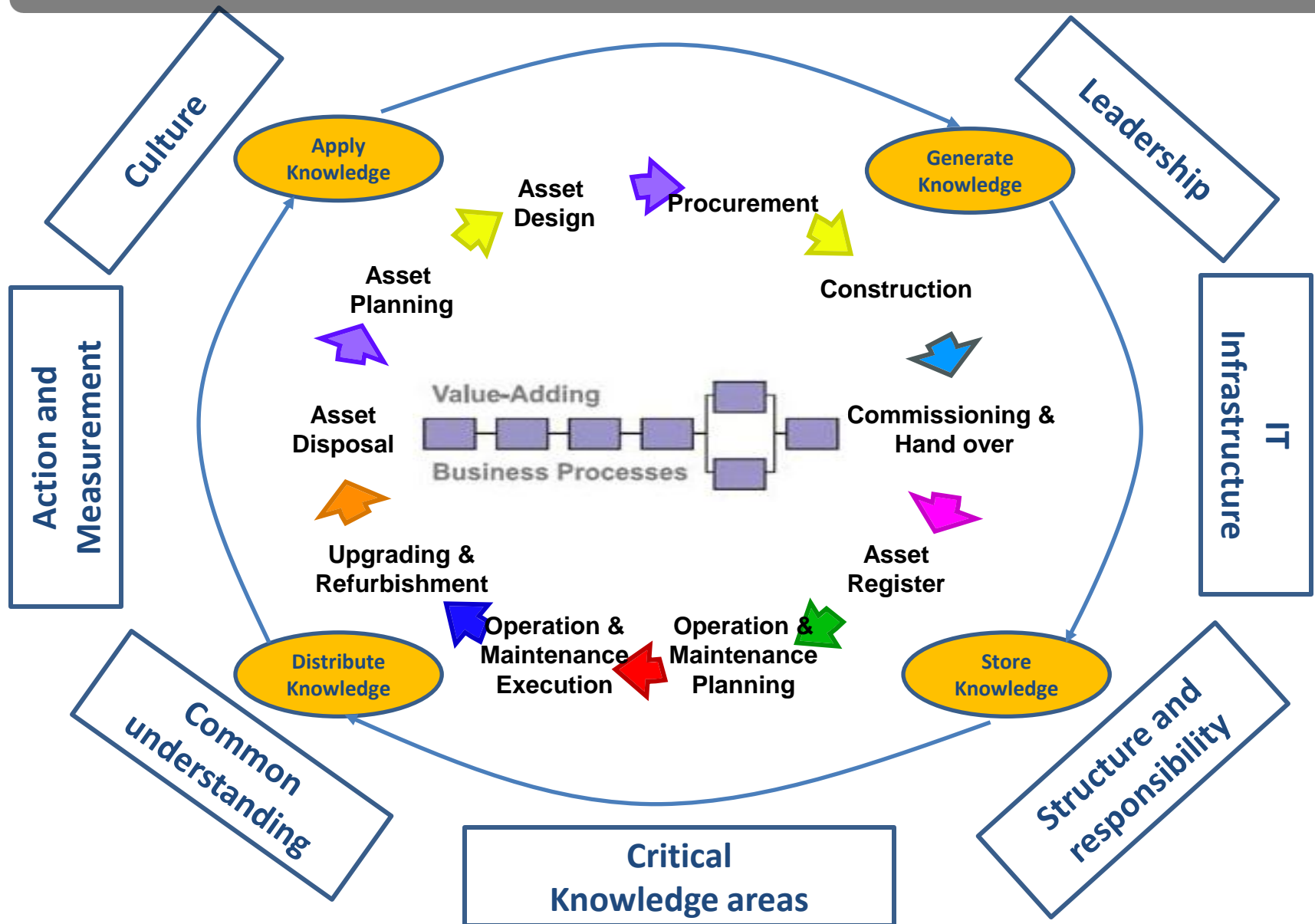
Theme "Mini Strategy Map"



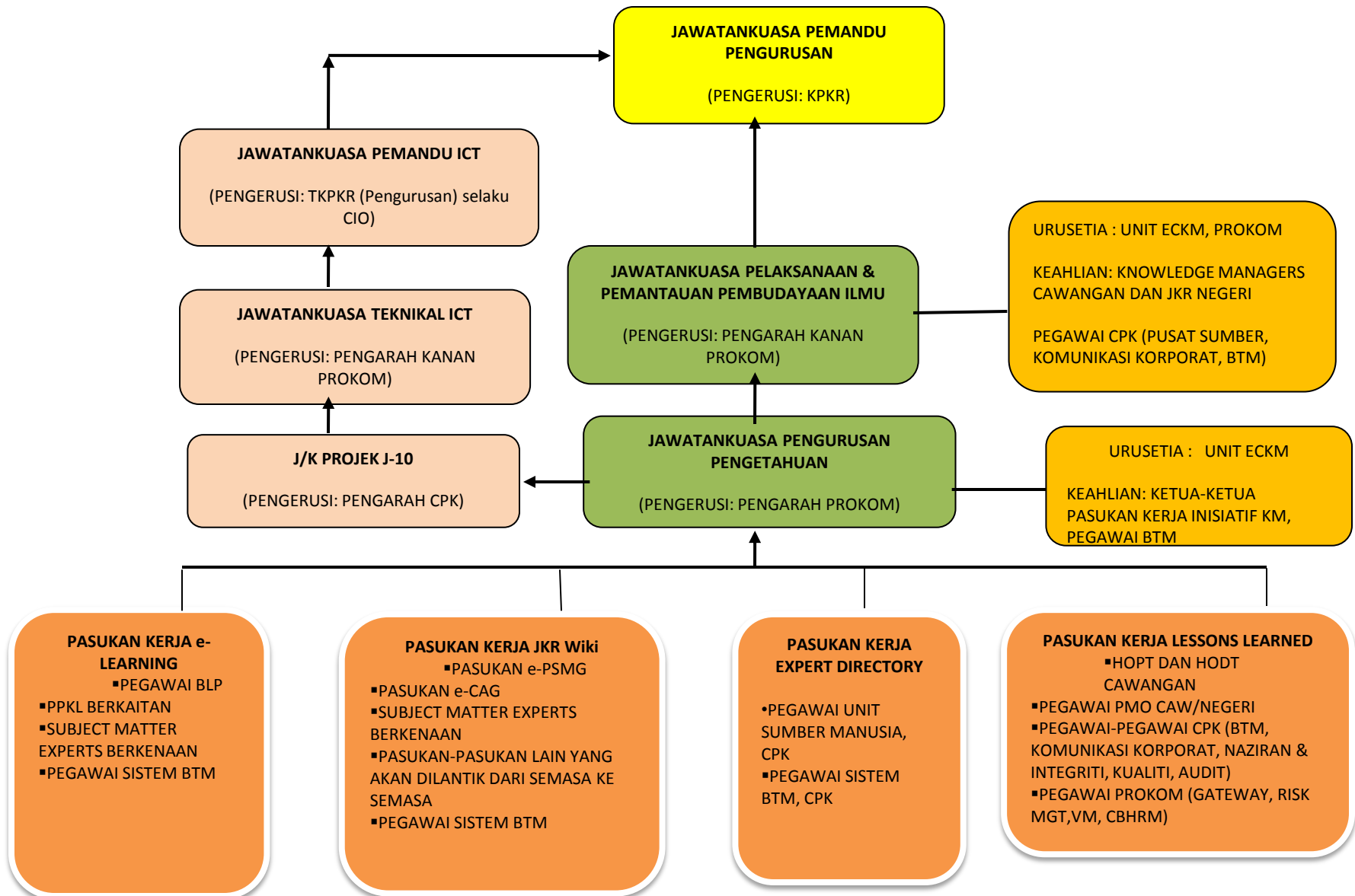
THEME 5: INNOVATIVE ORGANIZATION

Theme "Mini Strategy Map"	Code & Strategic Objective	Definition	Owner
	T5.1 Innovative Solutions	This objective spells out the desired end-state of this theme. Improved innovation/new solutions that add value to products and services offered to stakeholders/customers.	Deputy DG Management Sector
	T5.2 Enhance Research Capabilities	Continuous development of structure and process that empower the workforce to undertake research activities through a dedicated budget allocation	BLP
	T5.3 Enrich Organizational Knowledge Base	A repository of knowledge to be shared and applied organization-wide to generate knowledge value. It also includes a directory of experts from within the organization who can help teams to work more effectively	PROKOM
	T5.4 Develop Innovative-centric Workforce	Workforce that continuously learn and adapt to contribute to the business objectives by generating new or improved products/services	CPK

Knowledge sources and KM processes



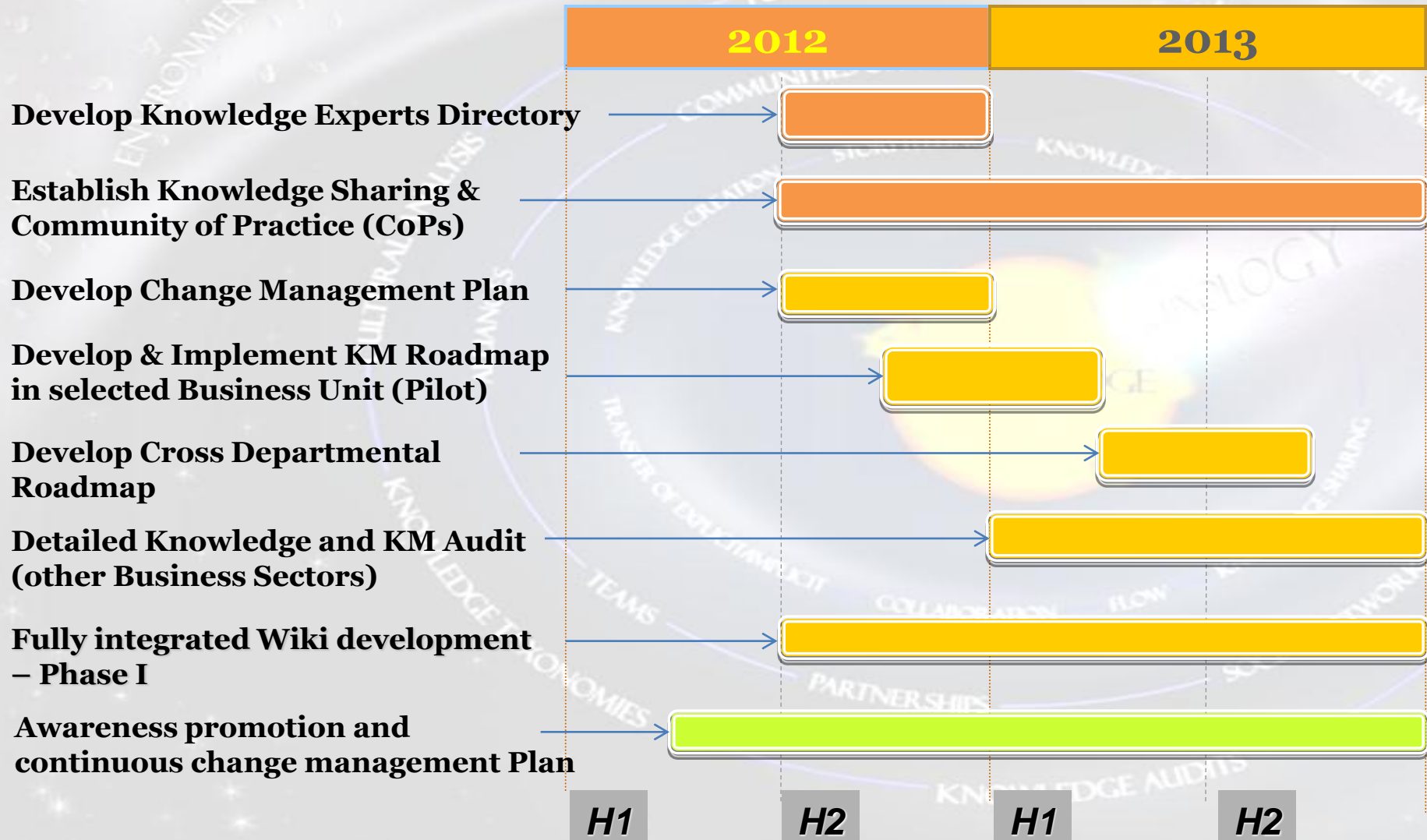
KM Governance in JKR



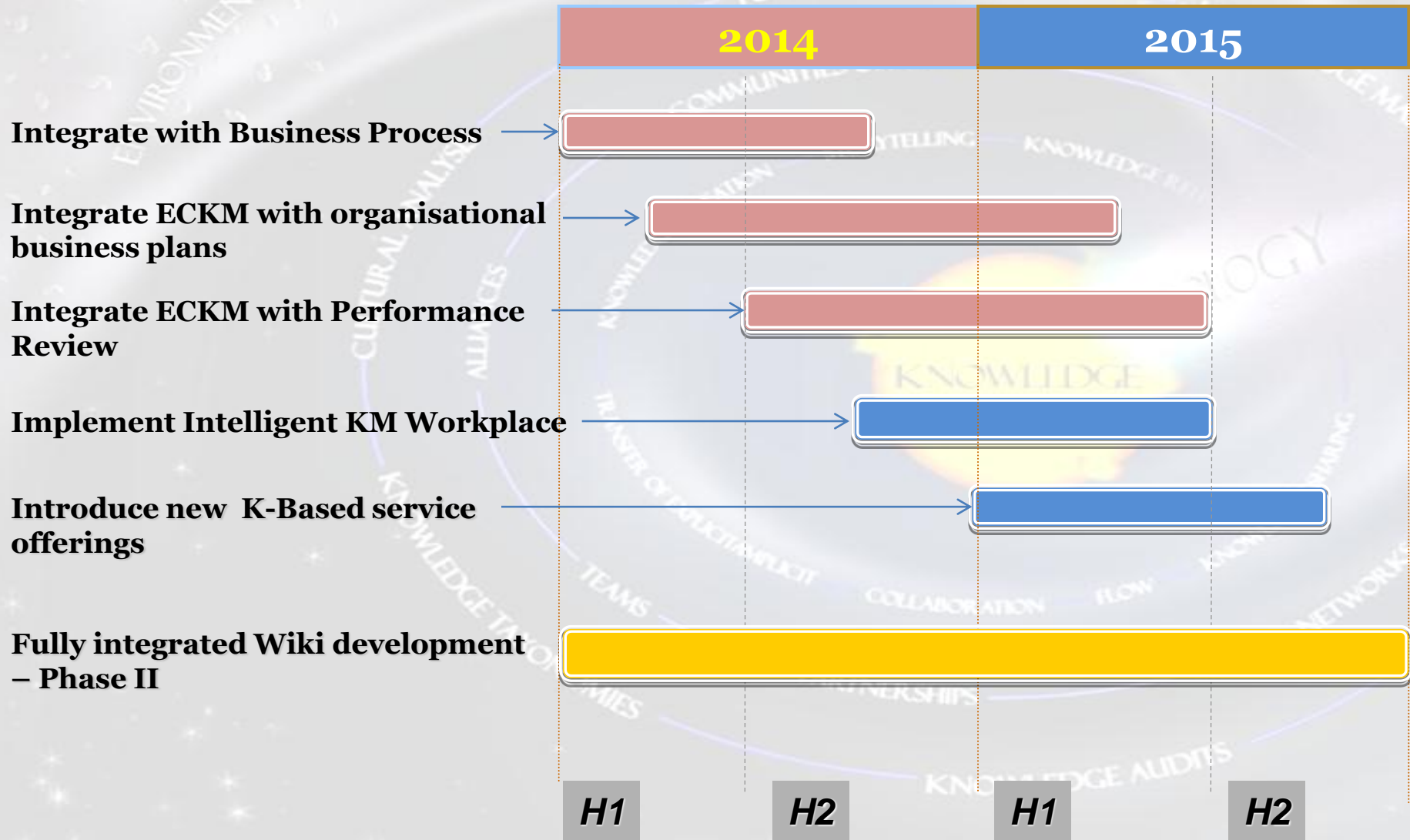
KM Accomplishments (2009-2011)

- Developed ECKM Framework, Roadmap and Taxonomy (2009)
- Appointed Knowledge Managers (2009-2010)
- Established Governance (J/K Pelaksanaan dan Pemantauan Pembudayaan ilmu, J/K Pengurusan Pengetahuan) (2010)
- Conducted Knowledge Audit @ CKUB (2010)
- Reviewed Taxonomy and KM roadmap (2011)
- Conducted KM Readiness Assessment (2011)

KM Roadmap 2012-2015



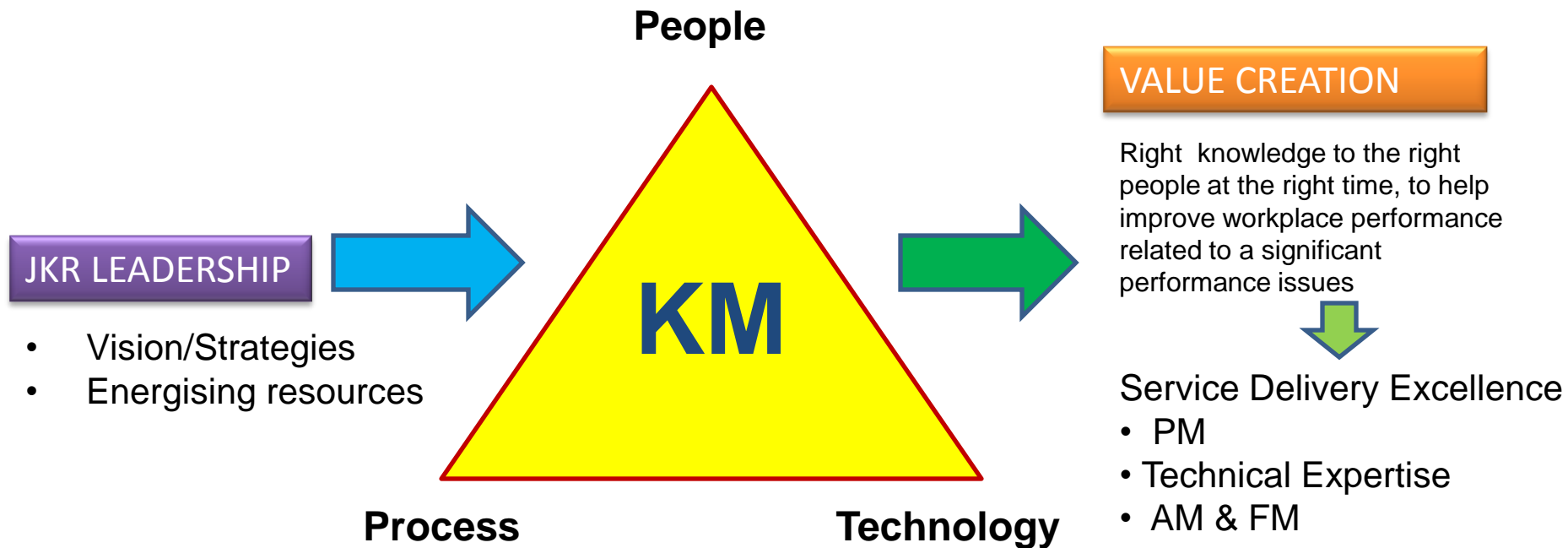
KM Roadmap 2012-2015






Driving KM to achieve organisational excellence

- KM is to be driven as a strategic and knowledge centric program that aligns with and enriches other improvement initiatives, and
- KM as a catalyst for cultural transformation, enabled by multidiscipline teams and technology.
- Embedding KM into business process pushes knowledge and innovation across project teams

Leadership involvement in KM



Knowledge Management Maturity Model (K3M)

	STRATEGY	PEOPLE	PROCESS	TECHNOLOGY	
LEVEL 5 - Knowledge Centric	Business Strategy is continuously adjusted to reflect organizational learning from knowledge management	A culture exists that encourages free flow of knowledge throughout the enterprise	Communities of Practice are formally linked	Corporate I/T infrastructure integrates knowledge management both internal and external to the organization	 Here's the direction you move toward
	KM strategy is defined with leadership accountability and sufficient resources to begin having significant impact on results	There is a broad-based competency in KM across the company. Formal organizations for supporting KM emerge	KM processes, practices, and measurement are formalized and integrated with core business activities	Corporate Portals, Groupware, etc. enable cross-enterprise creation, sharing, and reuse to accelerate business results	
LEVEL 3 - Knowledge Enabled	KM strategy is defined as part of the business strategy but no leadership (e.g., CKO) accountability is assigned	Rewards are in place to encourage creation, sharing and reuse of knowledge; Learning becomes a cultural norm	KM processes are integrated into business processes and knowledge is imbedded in business processes	Data Warehouse and Document Management technologies are in place to support knowledge capture, sharing, and reuse	 Here's what you typically do first
LEVEL 2 - Knowledge Aware	Leadership recognition of the importance of KM relative to business but has not yet incorporated it into its strategy	People are aware of limited KM capabilities, however there is no perceived leadership commitment to KM	Limited processes exist for KM (Tacit and Explicit knowledge is available, but difficult to access)	Basic KM enablers are present (e.g. e-mail)	 Here's where most organizations are today
LEVEL 1 - Knowledge Chaotic	Corporate strategy is focused internally and knowledge has no impact on the corporate direction	People within the company are resistant to change and routinely hoard knowledge	No process exists for creating, sharing and applying knowledge	KM enabling technology is not present	

Conclusions

- KM is about strategic leadership in the Knowledge age to improve our performance.
- Leaders need to demonstrate a vision for the organisation and actively support knowledge management initiatives
- Managers need to support knowledge workers and provide environments conducive to knowledge sharing and creation
- Soft factors (culture) have strong effects on KM
- Knowledge-oriented culture influences to what degree knowledge is used for developing an organisation into excellence.

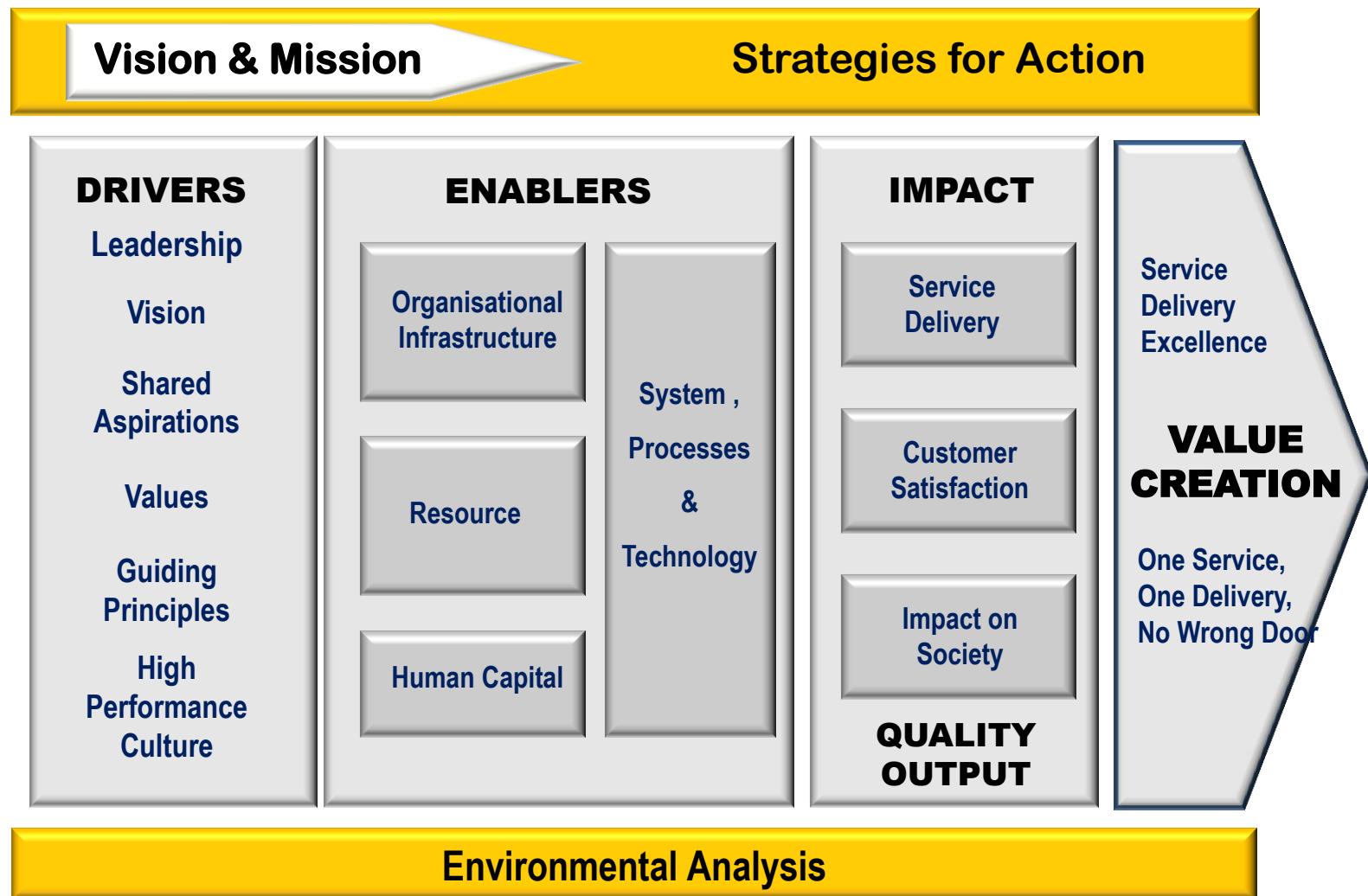




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PUBLIC SERVICE EXCELLENCE MODEL (EFQM)



Relationships between data, information knowledge and wisdom.

