Managing Knowledge for Continuous Improvement

JKR
Professional Executive Talk
6 February 2018

Dr. Sanath Sukumaran
Head, Knoco Malaysia & Managing Partner of Agile Management Consultancy PLT
Trainer – Sharma Management International Sdn. Bhd.
PMP, PMI-ACP, CKM

"Productivity improvements are tied to knowledge embedded in the work force"
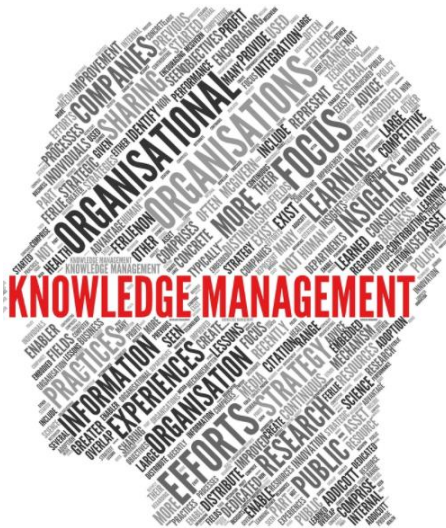
23 January 2018

Why Knowledge?

Employees in an organization are viewed as the greatest asset

Employees have Knowledge

Knowledge is an asset

Because knowledge is an asset it has to be preserved

Knowledge Management is the **systematic management** of an organization's **knowledge assets** for the purpose of **creating value** to meet **operational, tactical & strategic** requirements

WHAT IS
KNOWLEDGE MANAGEMENT?

How does KM stand to benefit your organisation?

Operational effectiveness

Operational Efficiency

Delivering a better customer service

Retaining knowledge at risk of loss

Improved Innovation

Improved company growth

Impacting health, safety and the environment

Operational effectiveness

Operational Efficiency

Delivering a better
customer service

Retaining knowledge at
risk of loss

Improved Innovation

Improved company growth

Impacting health, safety
and the environment

Start the presentation to see live content. Still no live content? Install the app or get help at PollEv.com/app

Knoco Malaysia   7
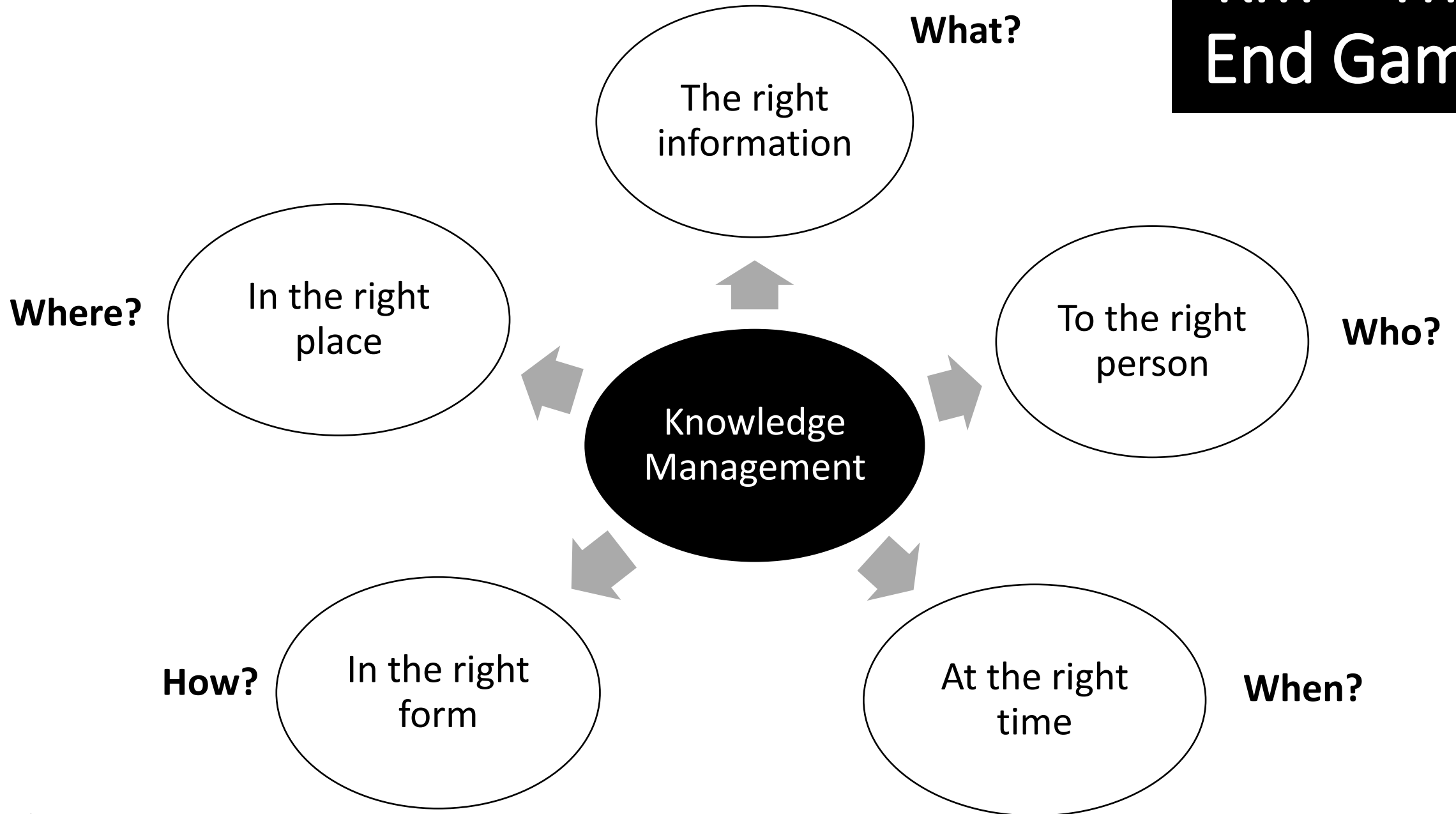
KM Business Drivers

Operational effectiveness

Operational Efficiency

Delivering a better customer service

Retaining knowledge at risk of loss

Improved Innovation

Improved company growth

Impacting health, safety and the environment

Priority

Source: Knoco Survey, 2014

What?

The right information

Where?

In the right place

Knowledge Management

To the right person

Who?

In the right form

How?

At the right time

When?

Case Study – US Navy

Element	Examples
The right information	- Commanders critical information requirements - Medical evacuation - Situation reports
To the right person	- Commander, Staffs, Action Officers
At the right time	- Latest time information of value - Battle rhythm
In the right form	- Significant activities - Ground intelligent summaries - Sport reports
In the right place	- Command posts - Battlefiled update briefs - Commander's updates

Is Knowledge Management easy or difficult?

Easy

Difficult

It
Depends

Maybe

IMPLEMENTING
KNOWLEDGE MANAGEMENT
Simple But Difficult

KM is not easy because a KM practitioner needs to …

✓ Perform KM using proven tips/tools anyone can use!

✓ Build Collaborative Environments; better communication, spark innovation

✓ Transform the organization into a rapid-learning environment

✓ Develop innovative ways to do Knowledge Mapping

✓ Create the KM Vision including a solid strategy to get there

✓ Initiate with your peers successful Communities of Practice

✓ Discover usable, real-world KM principles and keys to success

✓ ….

Why KM?
Business Case for KM

Hard ROI

Soft ROI

Hard ROI: How KM affects the Bottom Line

- **Increased Revenue**
- **Cost Avoidance**
- **Compliance**
- **Improved Productivity due to improved efficiency and better decision making**

Soft ROI Example: Opportunity Cost

Number of Employees of Agrobank: **3000**

Average Annual Salary (per person):   RM7000.00/month or **RM84,000/year**

Time wasted in finding answers / decision making: **2 minutes a day**

RM84,000 Annually = RM30 per hour = RM0.5 per minute * 2 minutes = **RM1 per day**

Number of business days per year (250 days) * RM1 = **RM250 [wastage per person/year]**

RM250 * 3000 employees = **RM750,000 wasted annually [wastage for company/year]**

KM Implementation Approaches

1. Grass roots / bottom up approach

2. Top down

3. Opportunistic

4. Roll out a pre-designed KM framework

5. Roll out individual KM processes or tools

6. Trials and pilots

Source: Knoco

Which is the preferred KM implementation approach in your organisation?

Grass roots / bottom up approach

Top down

Opportunistic

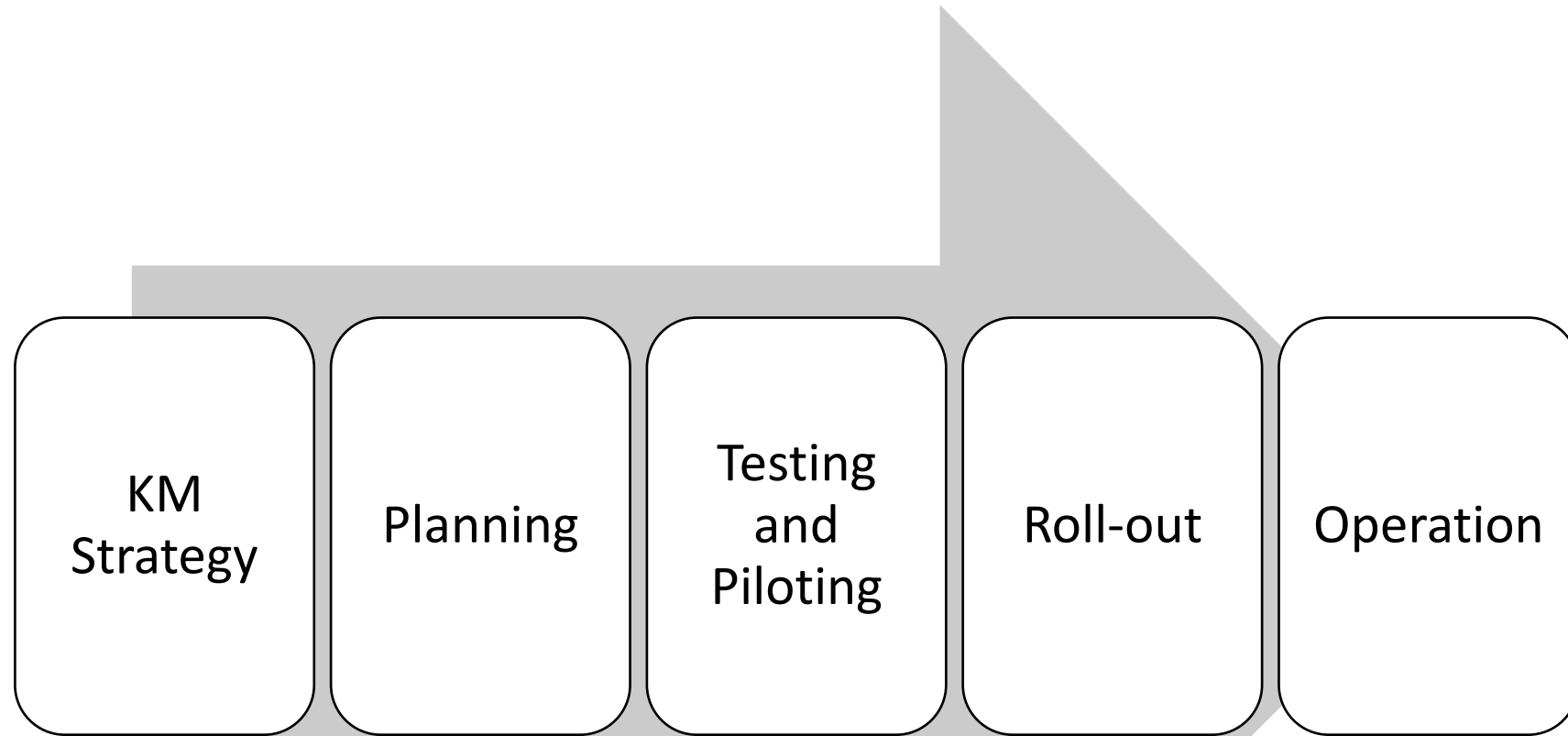Roll out a pre-designed KM framework

Roll out individual KM processes or tools

Trials and pilots

Our Recommended Approach

1. Grass roots / bottom up approach

2. Top down

3. Opportunistic **2**

4. Roll out a pre-designed KM framework **3**

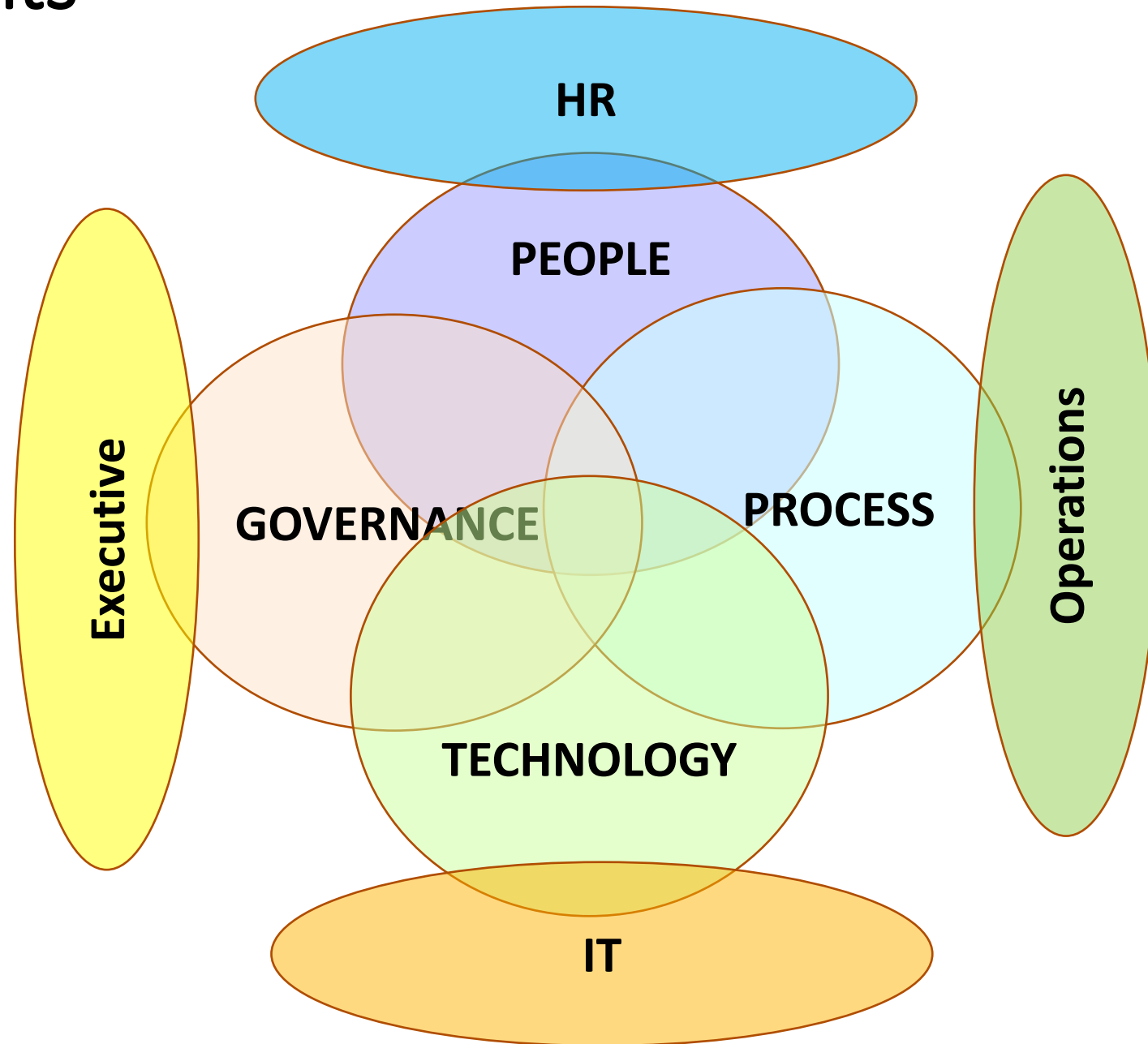5. Roll out individual KM processes or tools

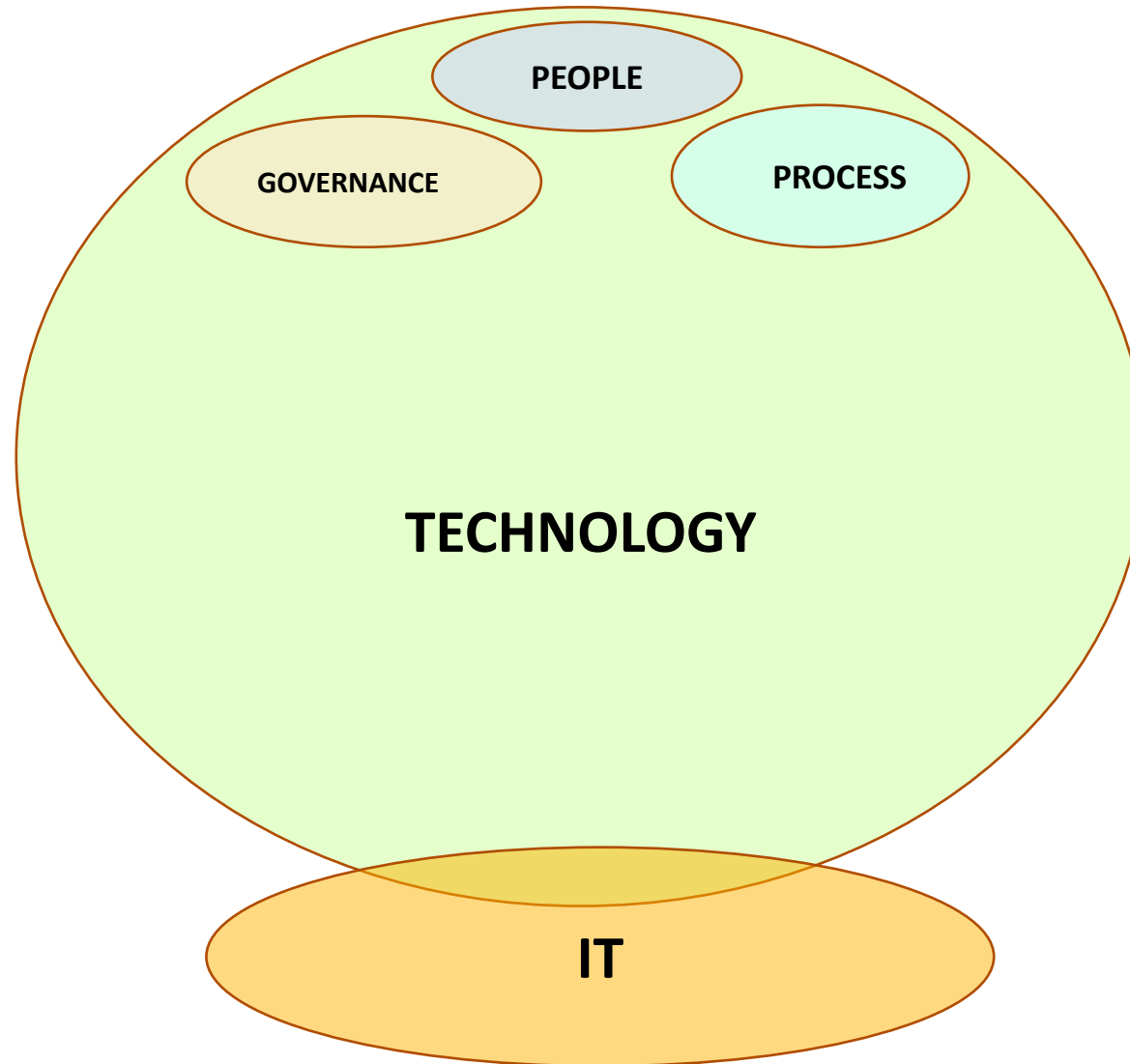6. Trials and pilots **1**
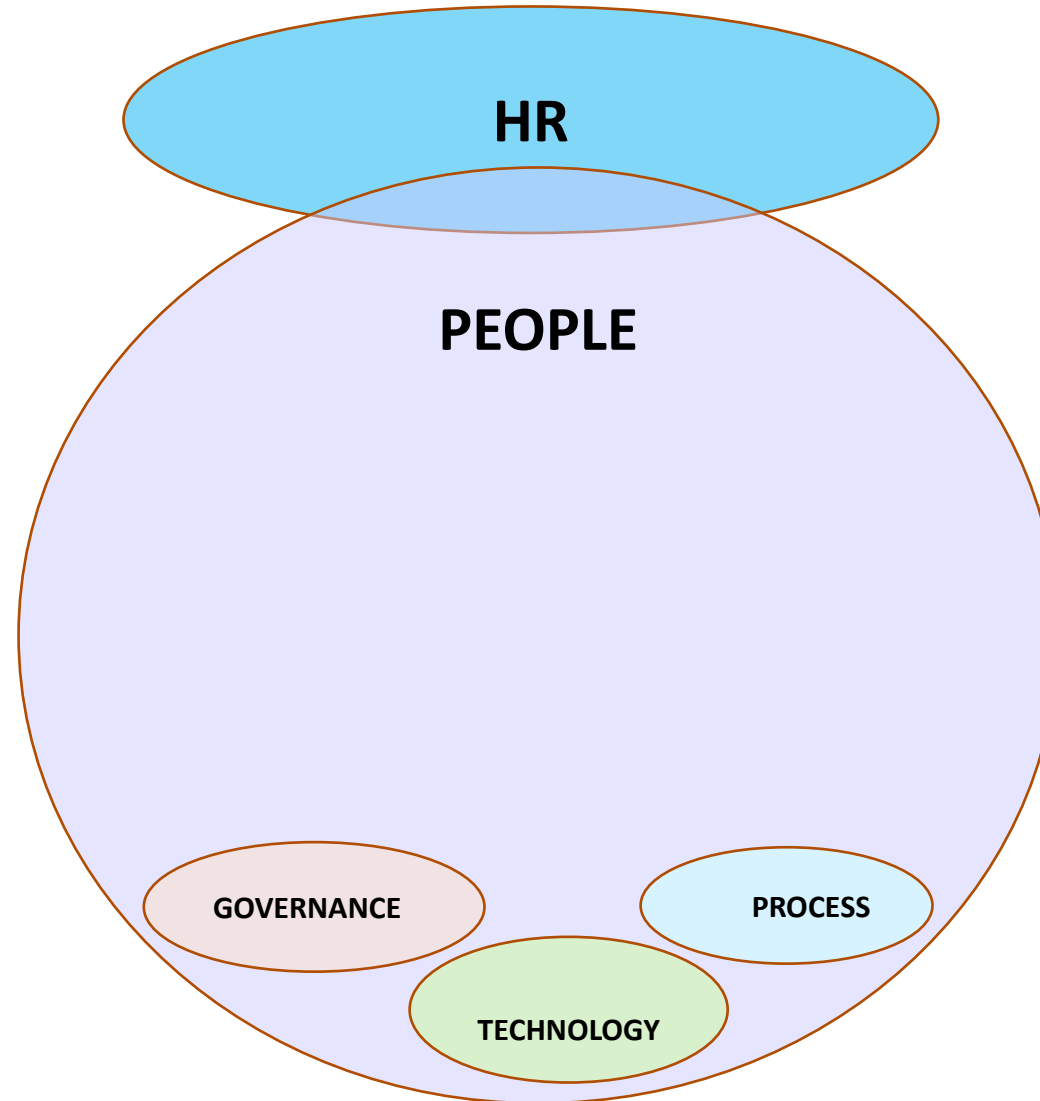
A Typical KM Implementation Programme

KM Strategy → Planning → Testing and Piloting → Roll-out → Operation

so what's next?

Key Ingredients for KM

KM Led by IT Department

PEOPLE

GOVERNANCE

PROCESS

TECHNOLOGY

IT

KM Led by HR Department

HR

PEOPLE

GOVERNANCE

PROCESS

TECHNOLOGY

Our Recommendation

PEOPLE

PROCESS

GOVERNANCE

TECHNOLOGY
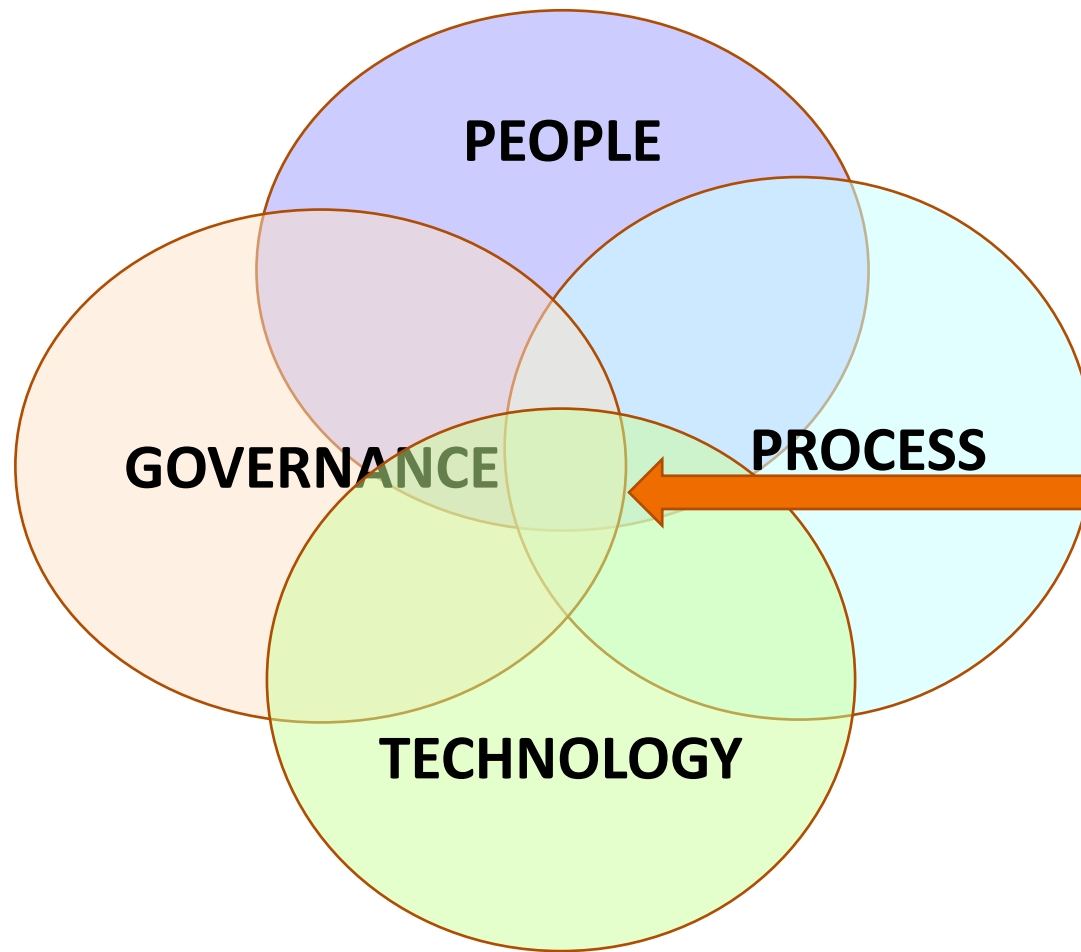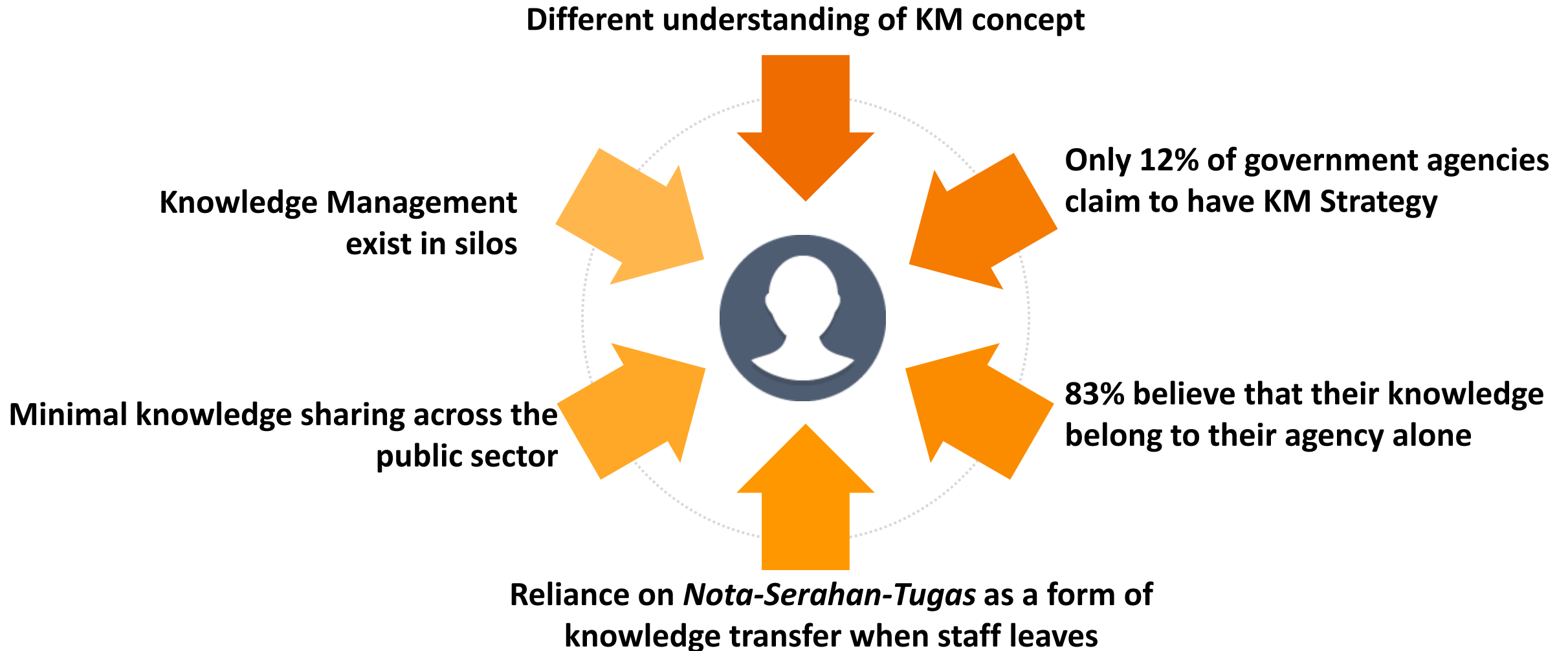
- Separate small department
- Independent but involve all FOUR (4) as part of the steering committee

KM Implementation Issues in Malaysia

Different understanding of KM concept

Only 12% of government agencies claim to have KM Strategy

Knowledge Management exist in silos

Minimal knowledge sharing across the public sector

83% believe that their knowledge belong to their agency alone

Reliance on *Nota-Serahan-Tugas* as a form of knowledge transfer when staff leaves

Source: MAMPU (Survey undertaken by KPMG) on 94 government agencies

Global Survey

Knowledge Management Professional Society survey in 2015 spanning 1,576 organisations in 60 countries revealed

- **KM strategy** must have strong ties to the organisational strategy

- **KM systems not integrated** with work practices and business processes resulting in knowledge repositories that are ineffective due to loss of context

- **Lack of measurement** to determine the impact of KM activities.

- **Lack of leadership Support and/or governance** to steer and sustain KM efforts.

- **Misalignment of organisation Culture** and the **absence of appropriate rewards and/or recognitions**

Source: KMPro Survey, 2015

Priority given to different elements of KM

KM Element	Percentage of Respondents that judged this element to be highest priority
Connecting **people** through communities and networks	**22%**
Learning from **experience**	**17%**
Improved access to documents (including search and portals)	15%
Knowledge retention	13%

39%

Source: Knoco Survey 2014

What kind of knowledge do we share?

How do we share knowledge?

The Pyramid of W's
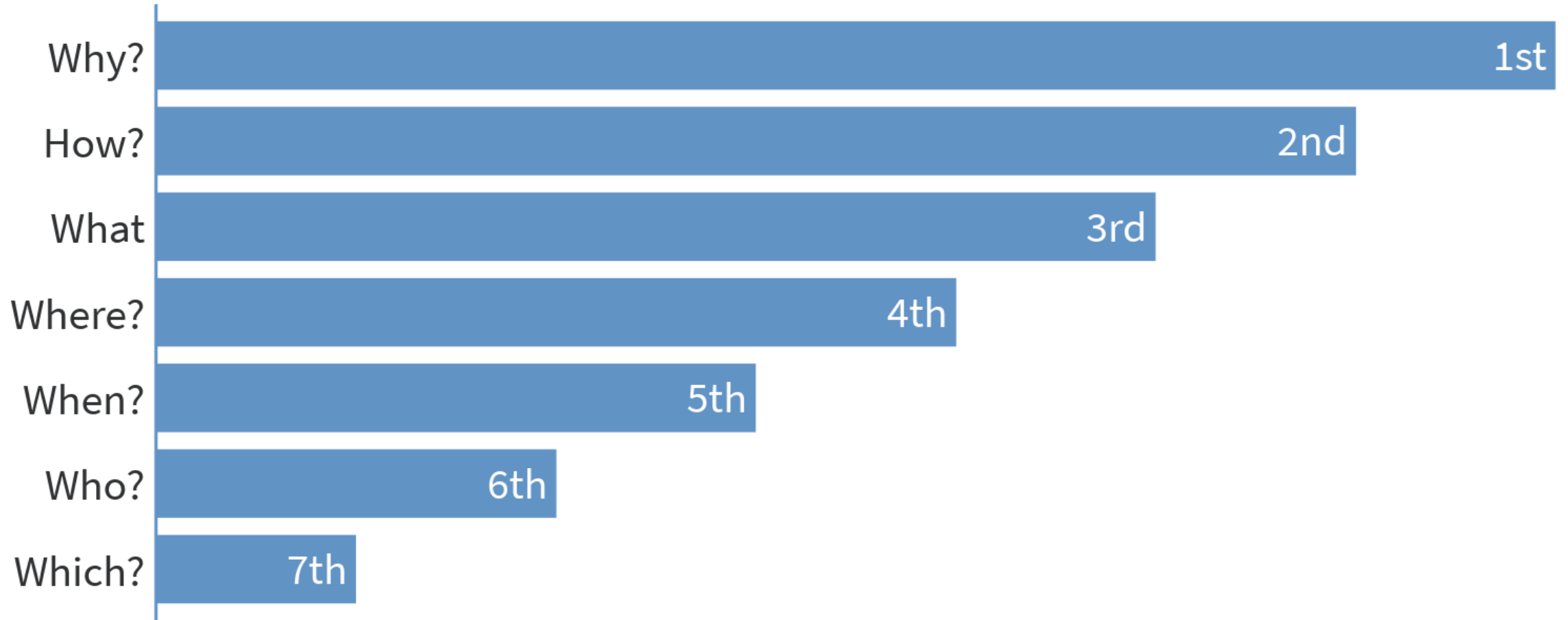
High Power
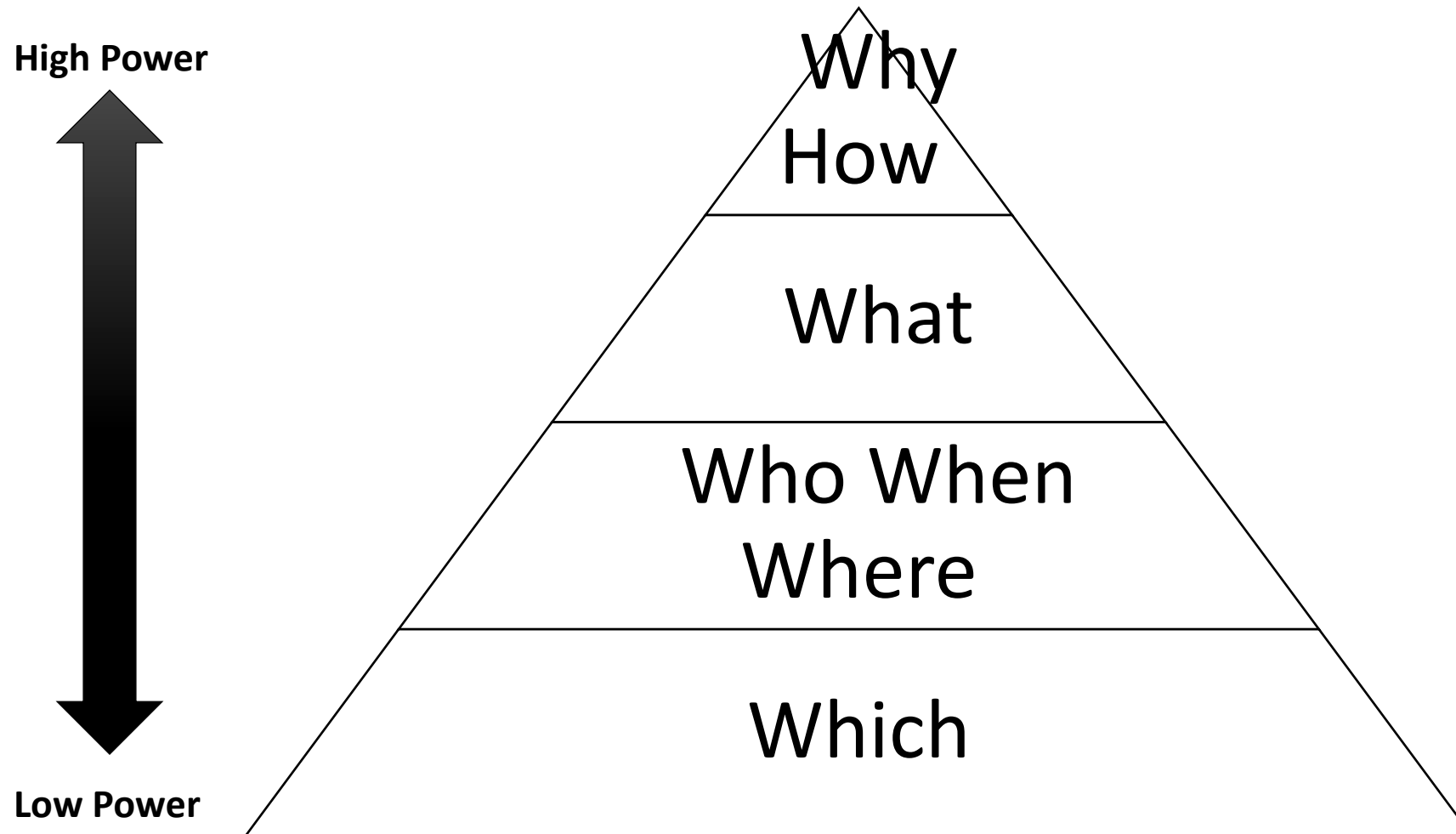
Low Power

WHERE? WHAT? HOW? WHO? WHY? WHEN?
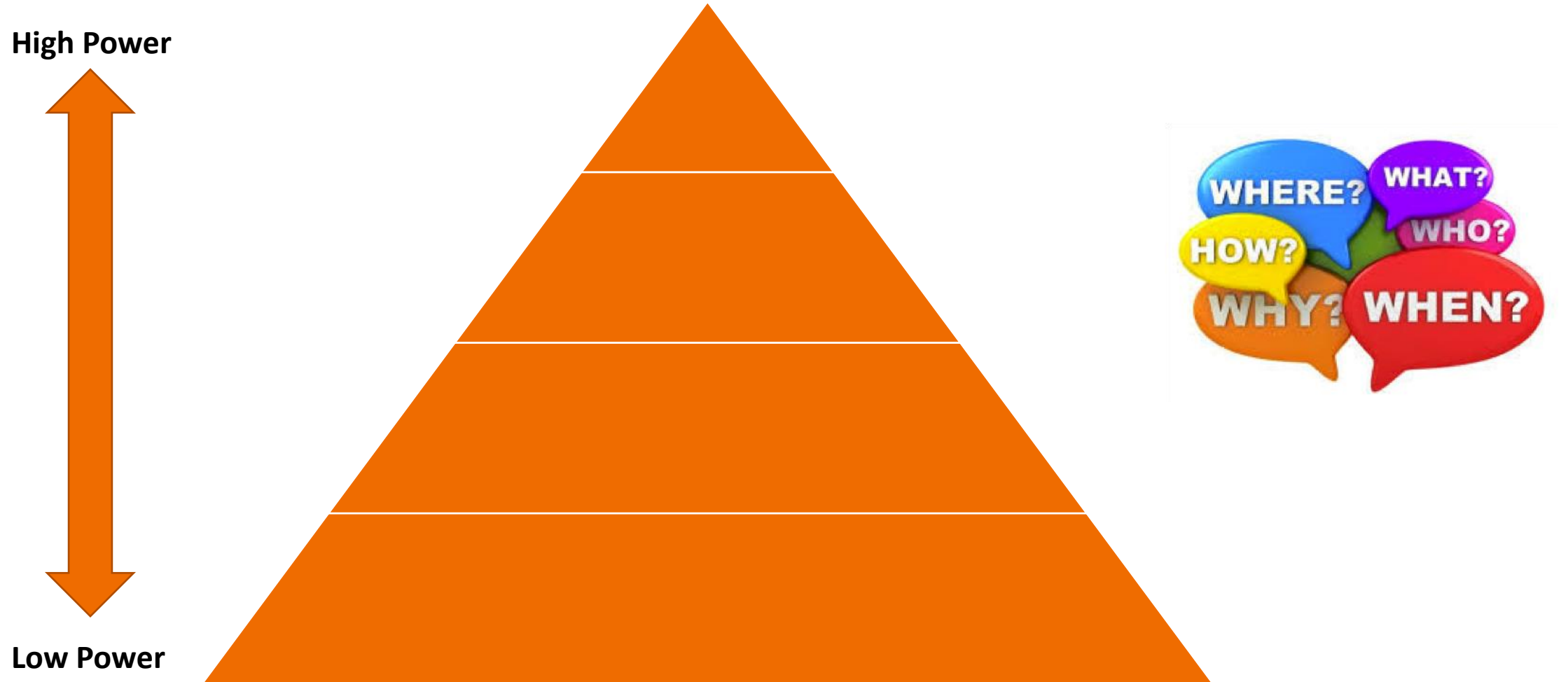
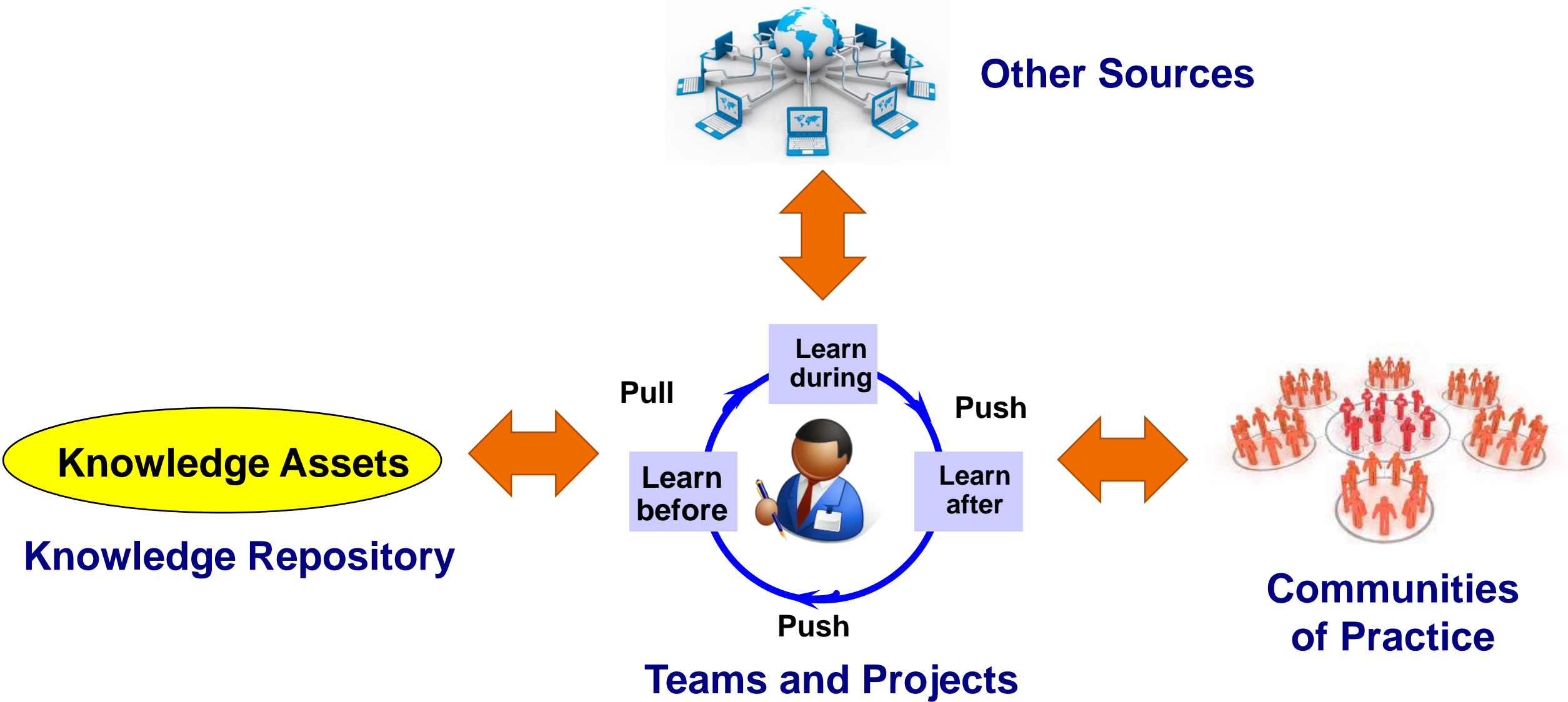**Rank which of these questions yield the highest power?**

Rank which of these questions yield the highest power? Moving the blocks below (up or down) to indicate its relative importance with the most important block placed higher:
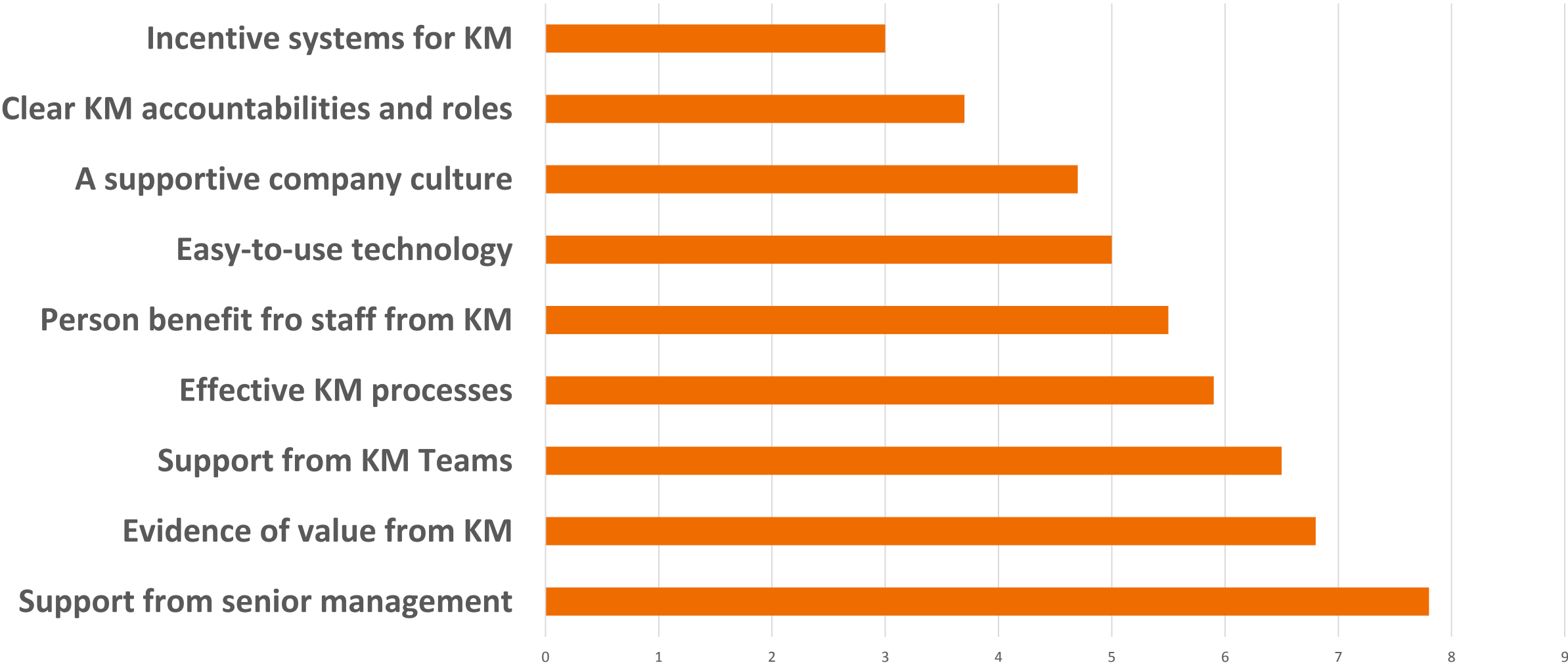
Question	Rank
Why?	1st
How?	2nd
What	3rd
Where?	4th
When?	5th
Who?	6th
Which?	7th

The Pyramid of W's

The Learning Organisation

Other Sources

Knowledge Assets

Pull

Learn during

Push

Learn before

Learn after

Push

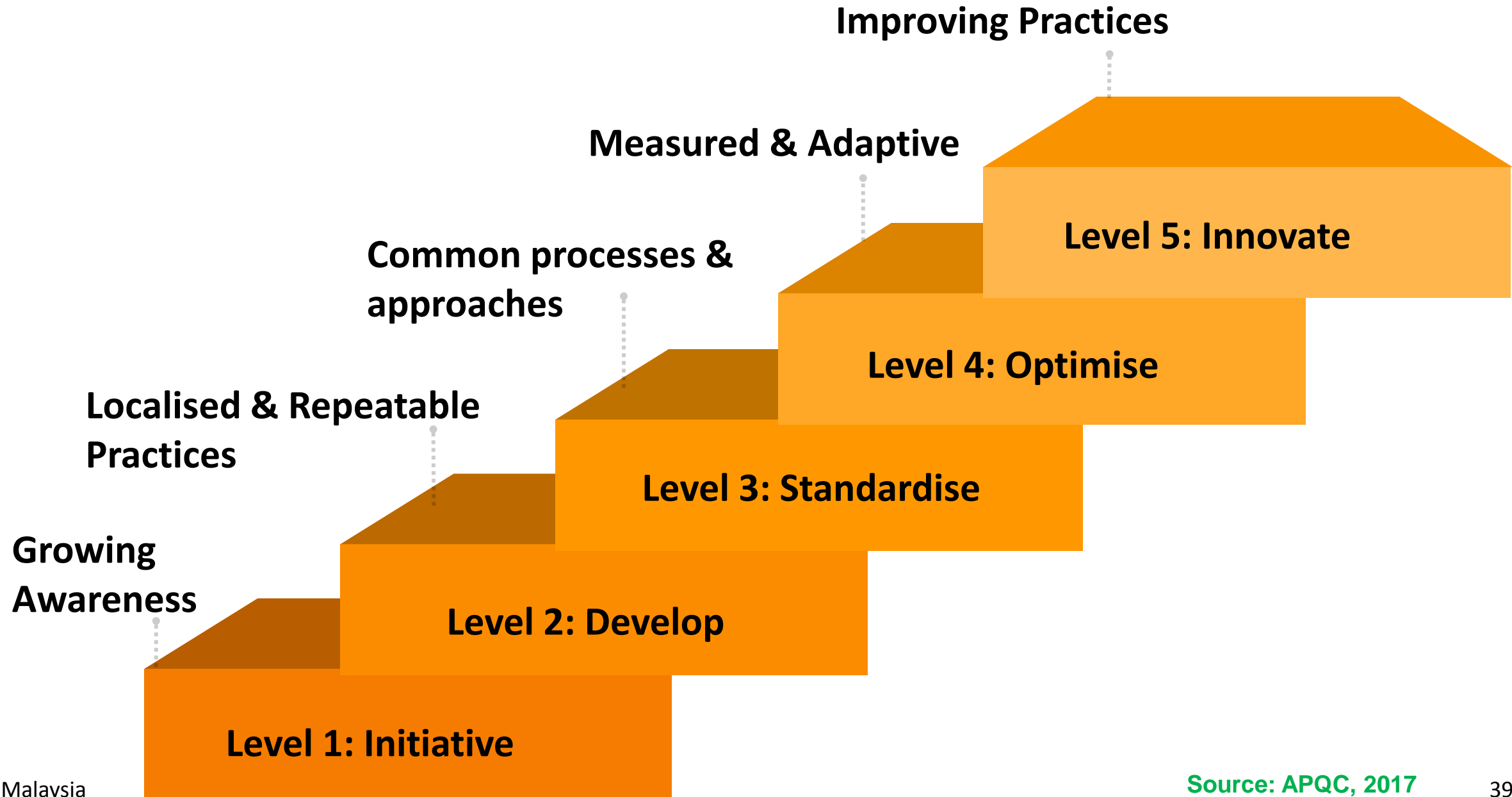**Knowledge Repository**

Teams and Projects

Communities of Practice

HOW TO IMPLEMENT KNOWLEDGE MANAGEMENT

Lessons Learned from KM Implementation World-Wide: Enabler of KM Implementation
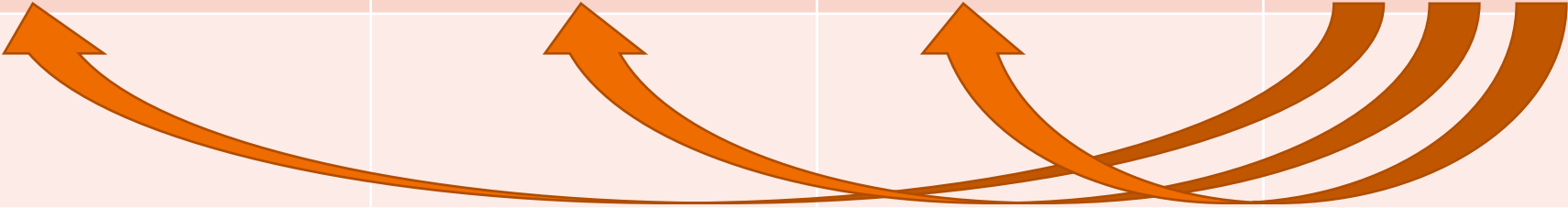
Source: Knoco Survey, 2014

KM Maturity Levels

Improving Practices

Measured & Adaptive

Level 5: Innovate

Common processes & approaches

Level 4: Optimise

Localised & Repeatable Practices

Level 3: Standardise

Growing Awareness

Level 2: Develop

Level 1: Initiative

Source: APQC, 2017

KM Maturity Levels & KM Ingredients

Level	Governance	People	Process	Technology/Tools
Level 5: Innovate	**KM Strategy is aligned towards Organisation Goals to achieve organisational learning from KM.**	**A knowledge sharing culture built around motivated individuals**	**KM Activities are aligned towards KM Strategy and Organisation Goals.**	**KM System (KMS)**
Level 4: Optimise				
Level 3: Standardise				
Level 2: Develop				
Level 1: Initiative				

How to do you improve your organisation's KM Maturity?

1. Get Certified

2. Reach out to Consulting companies.

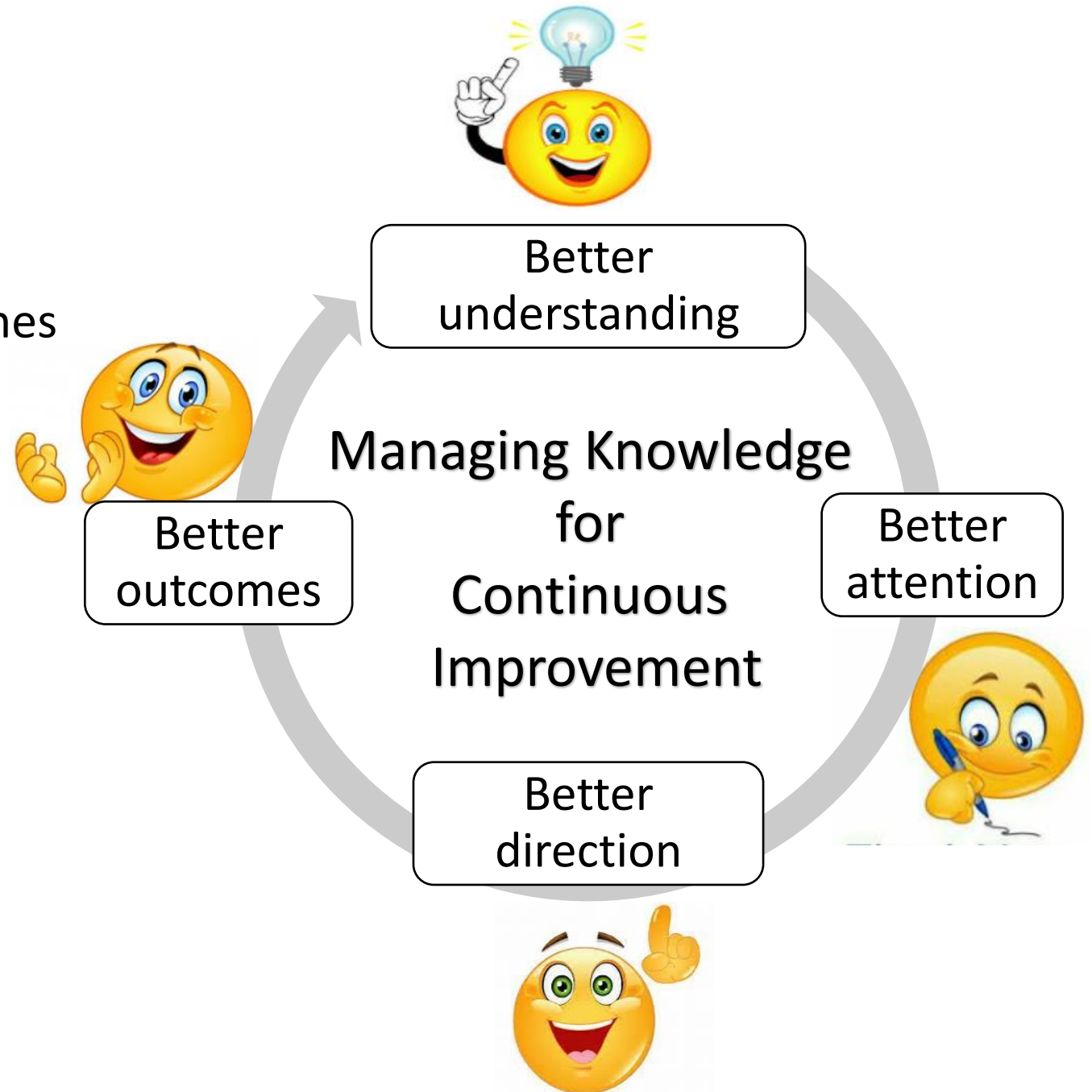3. Enroll yourselves for free Newsletters – e.g. Knoco & APQC

4. Google

Seeing the **BIG picture** in the small details

With better Knowledge Management comes

better **understanding**,

with better understanding,

comes better **attention**,

with better attention comes,

better **direction**,

with better direction comes,

better **outcomes**.

Better
understanding

Managing Knowledge
for
Continuous
Improvement

Better
attention

Better
outcomes

Better
direction

Thank You