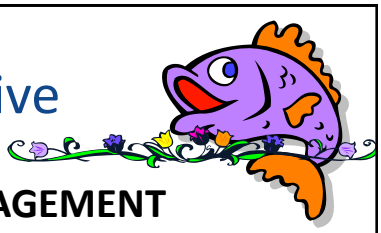
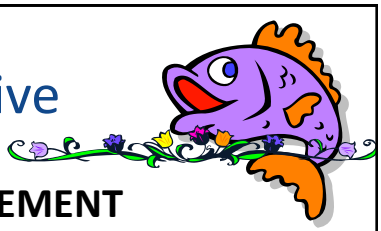
Course Objective



- **PRINCIPLES OF KNOWLEDGE MANAGEMENT**
- *Define relevant terms and elements associated with Knowledge Management*
- *Differentiate between data, information and knowledge*
- *Benefits of Knowledge Management*

Course Objective



- **PROCESS OF KNOWLEDGE MANAGEMENT**
- *Recognize and differentiate different knowledge management processes*

- **PEOPLE ISSUES IN KNOWLEDGE MANAGEMENT**
- *Identify requirements to successfully implement knowledge management programs*

Course Outline: Day One

1. Introduction to Knowledge Management terminology
2. Importance of knowledge management
3. Benefits of knowledge management
4. Types of knowledge

Course Outline: Day 2

1. Knowledge management processes
2. Knowledge sharing techniques
3. Requirements for successful implementation of knowledge management programs
4. Exercise to identify key issues relating to knowledge management to improve overall performance

Introduction to Knowledge Management Terms

What is it ??

Why do we need it??

KNOWLEDGE MANAGEMENT

How to do it ??

Definition of Knowledge

The understanding of *relations* and *causalities*, and is therefore essential in *making operations effective*, building *business processes*, or *predicting the outcome* of business models

Source: Knowledge Unplugged; McKinsey

Definition of Knowledge

Familiarity with someone or something, that can include specific details, information or skills acquired from experience or learning

Knowledge may be *tacit knowledge* (skills and experience) or clear and unambiguous *explicit knowledge* (theoretical understanding about things)

Definition of Knowledge

Fluid mix of framed *experiences*, *values*, *contextual information*, and *intuition* that provides an *environment and framework* for evaluating and incorporating new experiences and information

It *originates in individual minds* but is often *embedded* in organizational routines, processes, practices, systems, software and norms

Source: Knowledge Management Toolkit; Amrit Tiwana

Knowledge – Familiarity towards…….

What if ??

PURPOSE

POSSIBILITIES

PROCESS

What??

How ?

Who ?

PEOPLE

Characteristics of Knowledge

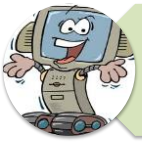
Subjective

Transferable

Embedded

Characteristics of Knowledge

Perishable



Spontaneous

Self-reinforcing

Characteristics of Knowledge

- **Subjective**
- The interpretation of knowledge is heavily dependent on individual's background and the context in which it is used

- **Transferable**
- Knowledge can be extracted from one context and profitably applied in a new one

Characteristics of Knowledge

- **Embedded**
- Knowledge invariably resides in a static and often buried form that cannot easily be moved or reformulated

- **Self-reinforcing**
- Knowledge does not lose its value when shared, indeed its value grows when widely distributed

Characteristics of Knowledge

- **Perishable**
- Over time, knowledge becomes outdated , especially for an individual organization,

  due to unpredictable volatility

- **Spontaneous**
- Knowledge can develop unpredictably in a process that cannot always be controlled

Definition of Management

Management is conscious and systematic decision making about the *best use of scarce resources under uncertainty* to achieve *lasting improvements in organizations performance*

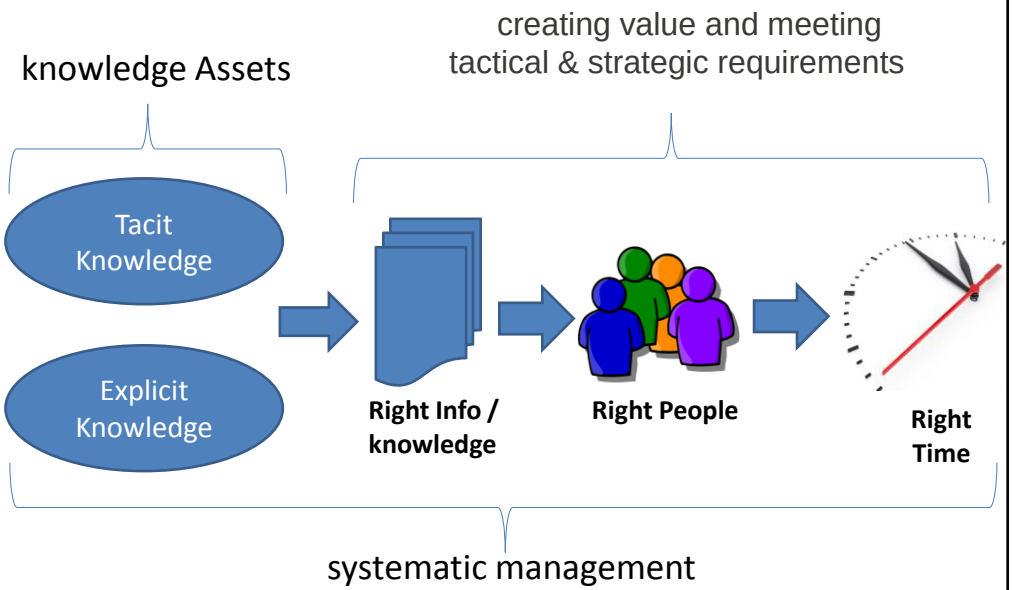
Source: Knowledge Unplugged; McKinsey

Definition of Knowledge Management

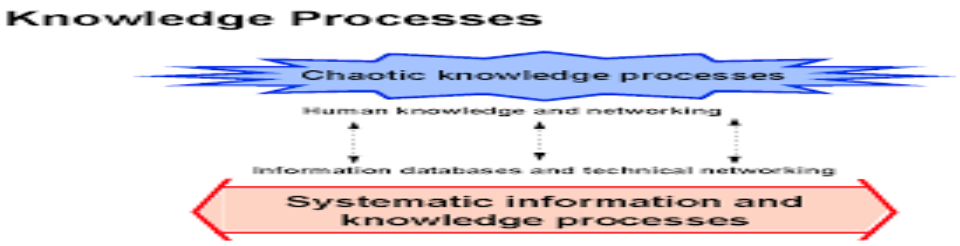
The management of all processes that involve the *development*, *sharing* and *application* knowledge effectively within an organization to achieve organization objectives.

It ensures that necessary knowledge to do something exist at the *time, place, form* and to the person requiring the knowledge in question

What is KM?



Why do we need KM?



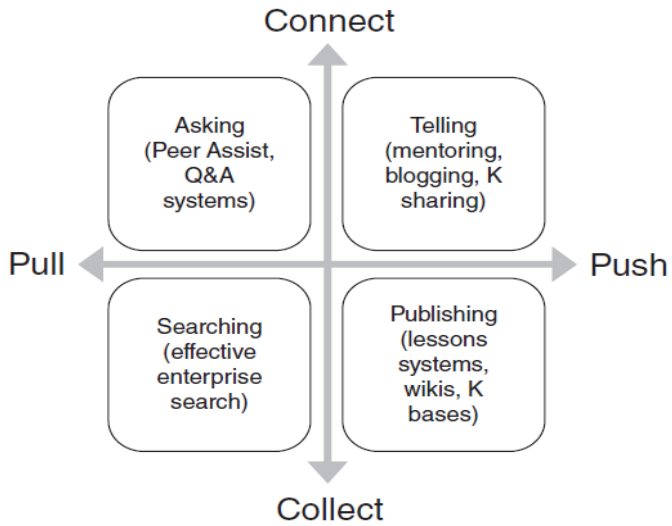
Knowledge is current being managed sub-optimally

Knowledge is an asset for your company

Evidence of Knowledge Managed Sub-Optimally

- *Why do we keep having to relearn this?*
- *How do I know where to find this knowledge*
- *I'm sure I heard someone mention that to me the other day, now who was it?*
- *Someone must have done this before—but who?*
- *When that guy left, he took all that knowledge with him*
- *It was pure luck that I met John — he/she had just the answer I was looking for*
- *That went very well—how do we repeat that success?*
- *We made this mistake in our other office too*

4 Quadrants of KM

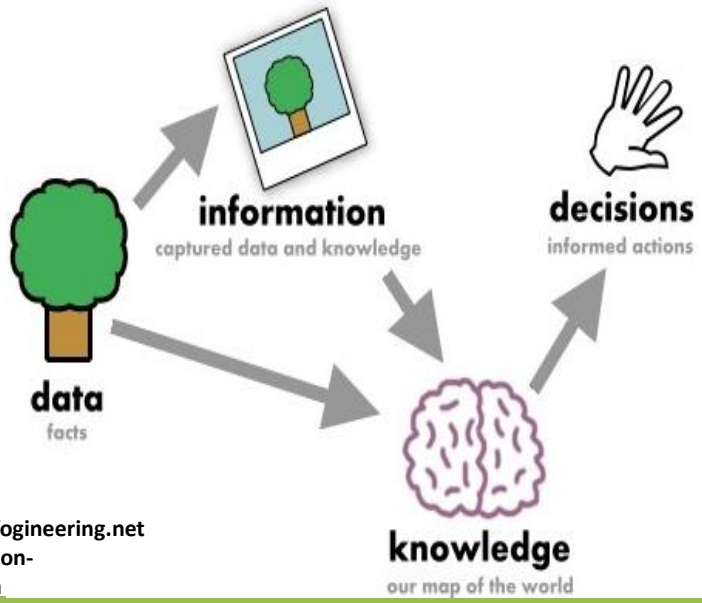


Barnes, S., & Milton, N. (2015)

Results-oriented definition	"To have the right knowledge at the right place, at the right time in the right format."
Process-oriented definition	"The systematic management of process by which knowledge is identified, created, gathered, shared and applied."
Technology oriented	"Business intelligence + collaboration + search engines + intelligent agents."

Source: Benjamins, V.R., "Knowledge Management in Knowledge-Intensive Organizations", Intelligent Software Components (2001).

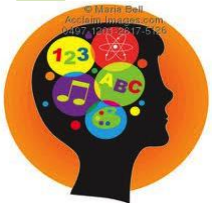
KM Concepts – Data, Information & Knowledge

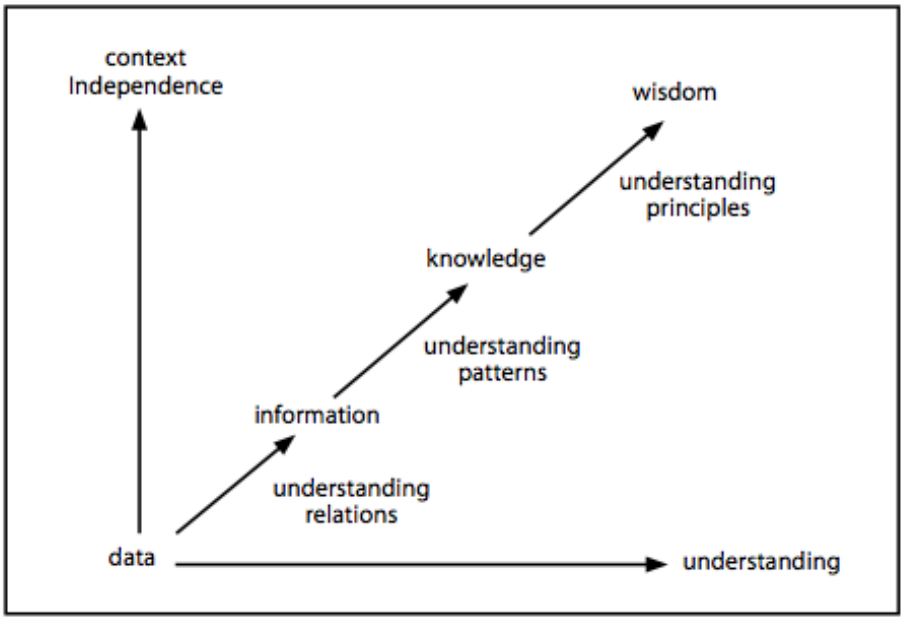


http://www.infogineering.net/data-information-knowledge.htm

Data, Information and Knowledge

Data → Information → Knowledge





Data, Information and Knowledge

- Data or information received is in accordance with a particular specific context or have a relationship with something specific.
- Without information, knowledge does not exist.
- To gain knowledge, information is required

Data, Information and Knowledge

Knowledge is the accumulation of information that is concise and meaningful to the recipient of such knowledge

The addition of knowledge occurs when information received may be linked to knowledge and experience that already exists

Information and Knowledge

Information

- Information is the result of a data that is processed.

  Conveying information depends on how data processed is interpreted between two parties.

Knowledge

- Knowledge is meaningful information that can be applied

  Knowledge exists when a particular pattern of information can be identified

Information and Knowledge

	INFORMATION	KNOWLEDGE
Element	Data that is processed	Meaningful information that makes sense
Use	Meaning of the information depends on how the data is arranged / presented	Involves style and analysis of the information provided
Desired result	Useful knowledge	Basis for action

Characteristics of Knowledge Management

- It is the result of continuous learning
- It is something that is practical, based on the action and produce results
- It is NOT dependent on information technology

Characteristics of Knowledge Management

- It's success depends on the human mind and NOT on technology
- It is process-oriented
- The experience of the past and the creation of new ways how to use, distribution, and production of knowledge is ever increasing

Primary Aim

To give the *Best Knowledge* to the *Right Person* at the *Right Time (Format*) to solve a problem, make a decision or complete a task.

By Developing a Knowledge portal that *Connects and Collects* people and knowledge bases

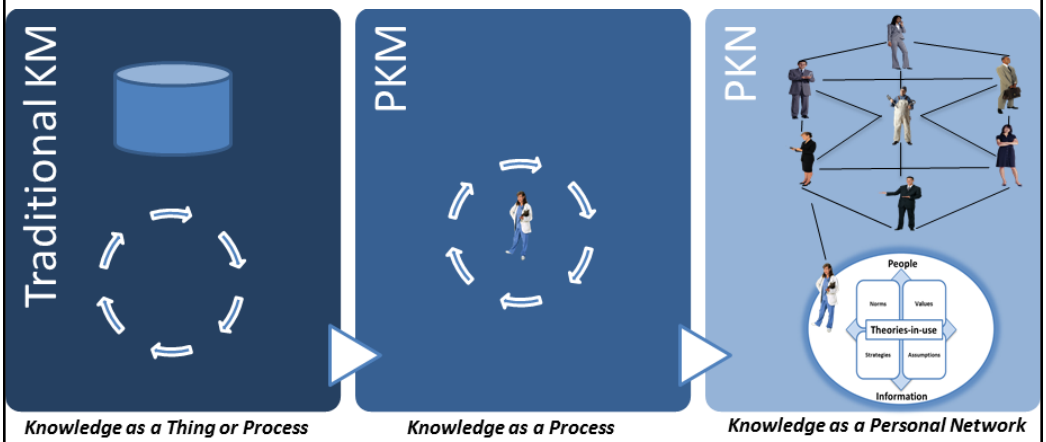
Primary Aim

Connect People

Knowledge Base

Personal and Group Knowledge Management

Traditional and Personal KM



Knowledge as a Thing or Process *Knowledge as a Process* *Knowledge as a Personal Network*

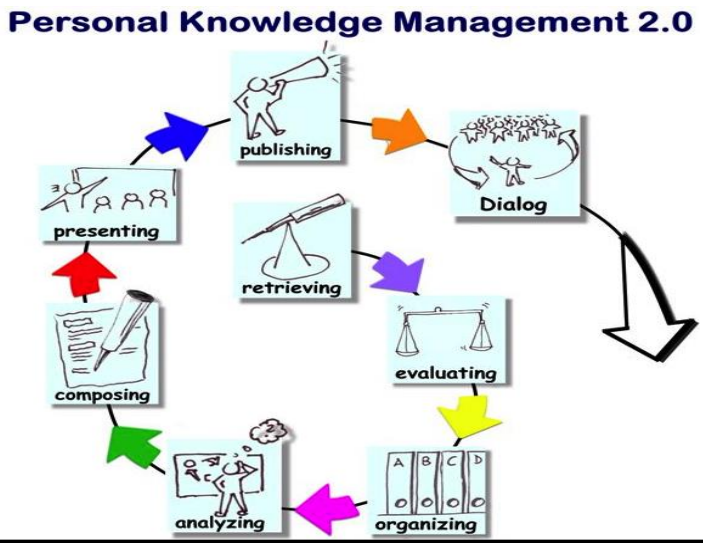
Meaning of Personal KM

- A collection of processes that a person uses to gather, classify, store, search, retrieve, and share **knowledge** in his or her daily activities) and the way in which these processes support work activities to improve ones **personal knowledge quotient**

Personal Knowledge Quotient

$$\text{Personal Knowledge Quotient} = \frac{\text{What you know}}{\text{What is known}}$$

Stages in Personal Knowledge Management



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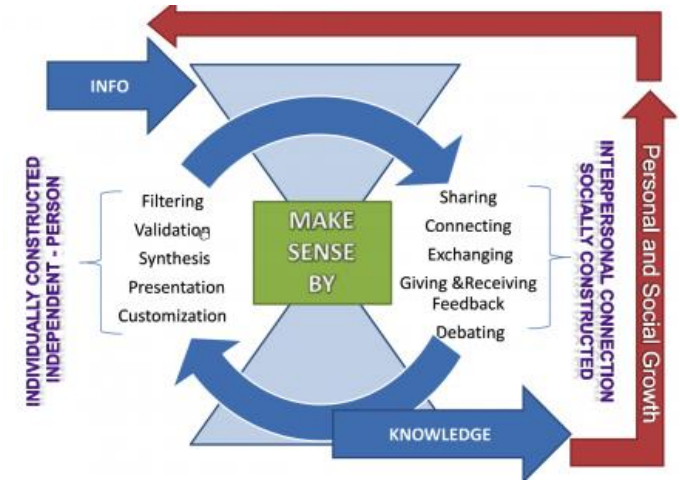
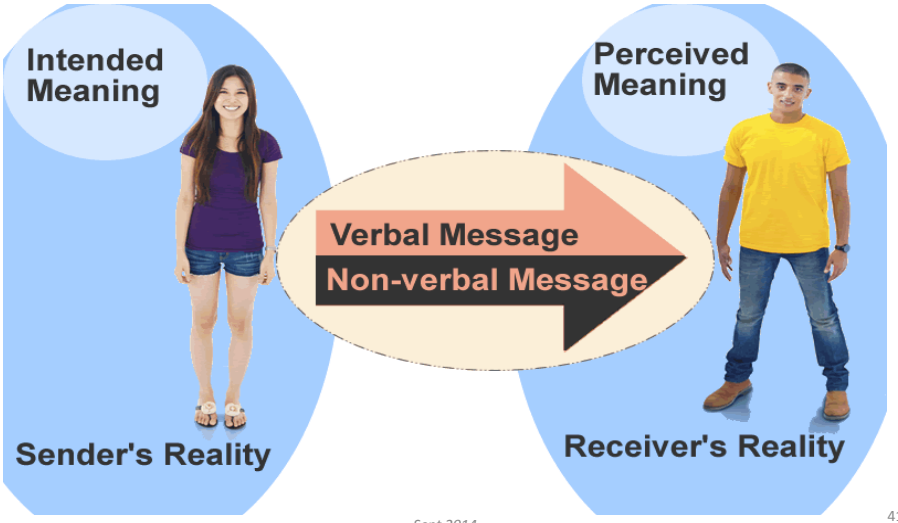
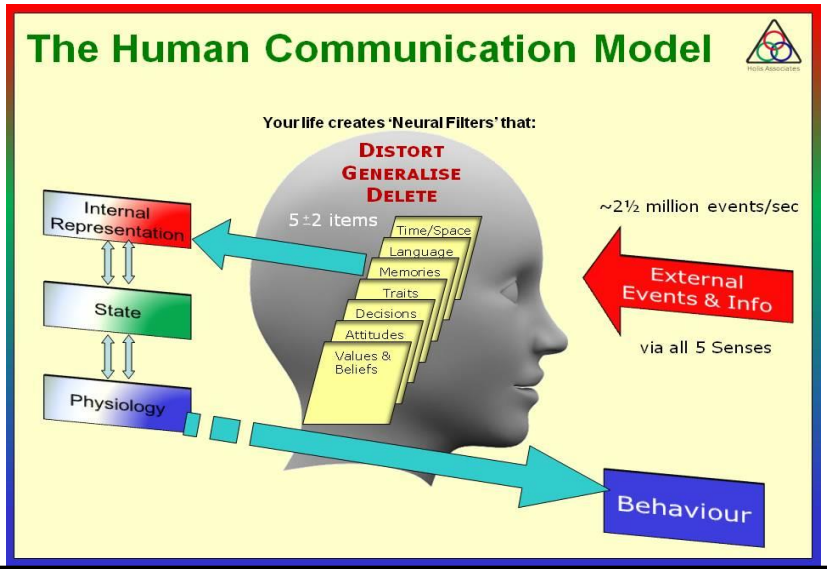
Personal Knowledge Management



Intended and Perceived Meaning



Individual Information Processing



Awareness

SELF

STAKEHOLDERS

SITUATION

Personal Knowledge Management

Awareness
Adaptability
Action

Three phases of Thinking

- Perceiving
  - "What do I know ?"
- Understanding
  - "What does it mean ?"
- Reasoning
  - "What am I going to do about it ?"

Developing Knowledge Base

Organizing Knowledge

Applying Knowledge

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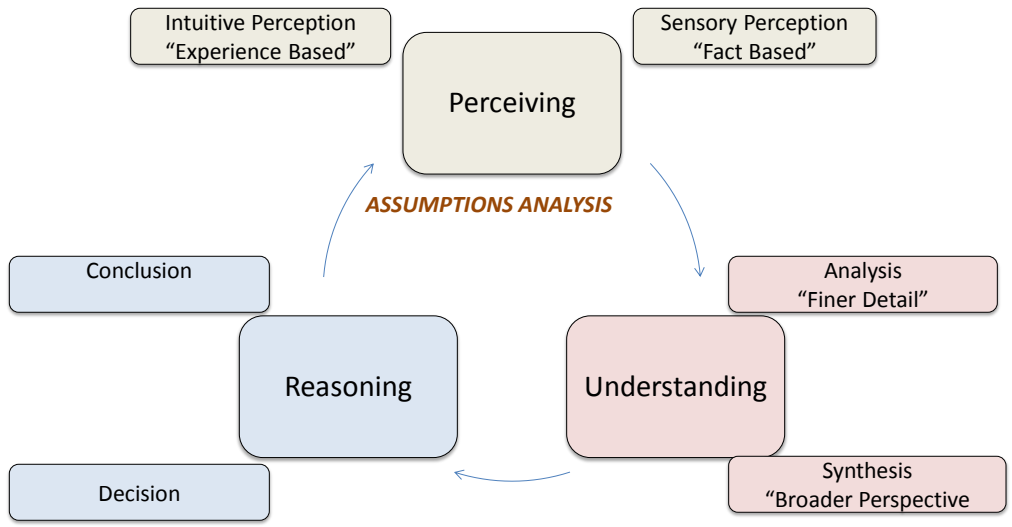
Thinking Cycle



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Personal Knowledge Management

Critical thinking

Analysing and Evaluating thinking with a view to improving it by uncovering and checking our assumptions

Involves three stages:

1. Discovering assumptions that guide our decisions
2. Checking accuracy of the assumptions
3. Taking informed decisions based on assumptions
4. Implementing decisions made

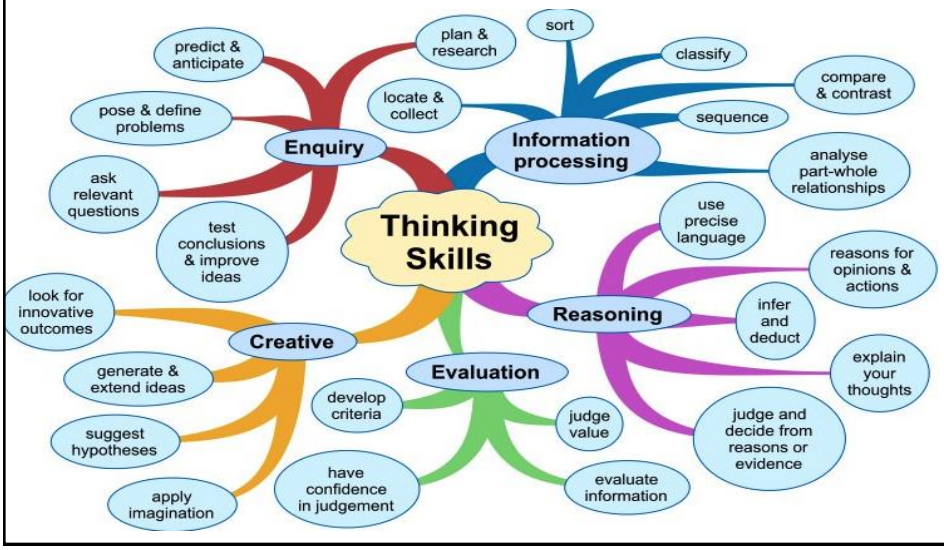
Requirements for crItical thinking

CAREFUL, INTENTIONAL THINKING

USE OF REASON OR LOGIC

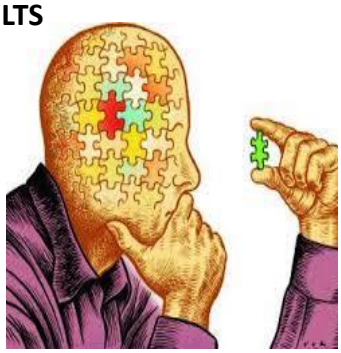
APPLICABLE TO REAL LIFE ISSUES

CRITICAL THINKING SKILLS



Characteristics of a Critical Thinker

PERSISTENCE IN SEEKING RESULTS



WELL INFORMED

OPEN MINDED

SEEKS INFORMATION

WILLING TO RECONSIDER

INQUISITIVE

NON BIASED

ORDERLY IN COMPLEX MATTERS

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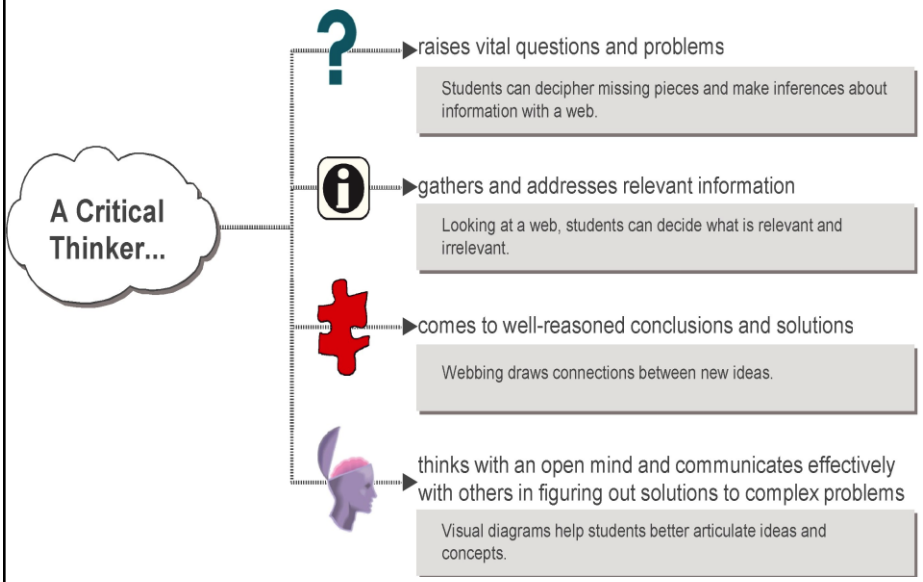

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THINKING CRITICALLY

How to Practice PKM

Seek > Sense > Share

Seeking Knowledge
- Ask
- Desire
- Read
- Listen
- Observe

—*Mangan*

Knowledge Filters
- Naïve
- Expert
- Network
- Heuristic
- Algorithmic

—*Kastelle*

Curating Knowledge
- Comparing
- Finding related Items
- Illustrating/Visualizing
- Evaluating
- Crediting and Attributing

—*Good*

Acquiring Knowledge
- Practice
- Get it from Yourself
- Walk Around It
- Experiment

—*Mangan*

Adding Value
- Filtering
- Validation
- Synthesis
- Presentation
- Customization

—*Dawson*

Sharing Knowledge
- Put in Order
- Define
- Teach
- Write
- Reason

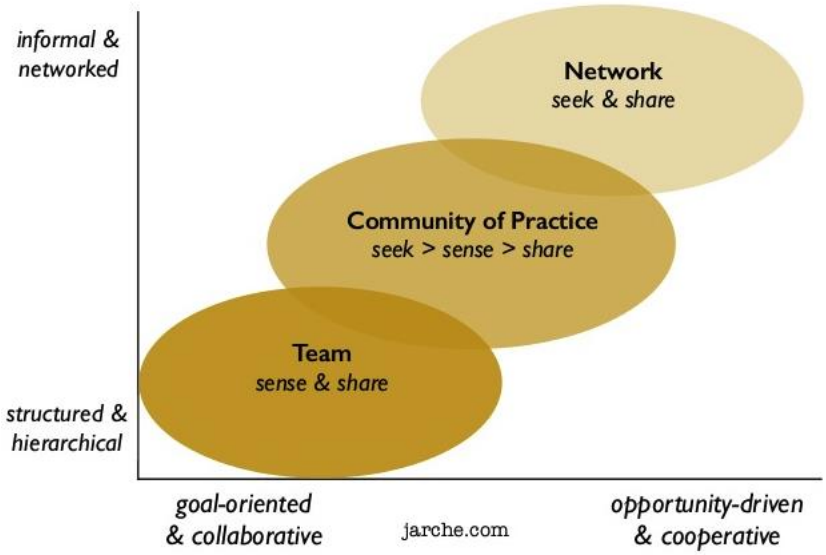
—*Mangan*

Helping Seekers
- Answers
- Meta Knowledge
- Problem Reformulation
- Validation
- Legitimizing

—*Dixon*

jarche.com

PKM = continuous seeking, sense-making & sharing



Group KM

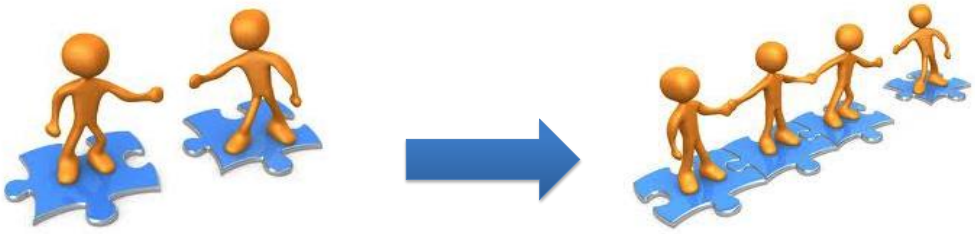
Benefits of Knowledge Management

Benefits of Knowledge Management

Know what is needed and in control of the business environment

Do not know what is needed and under the control of the business environment

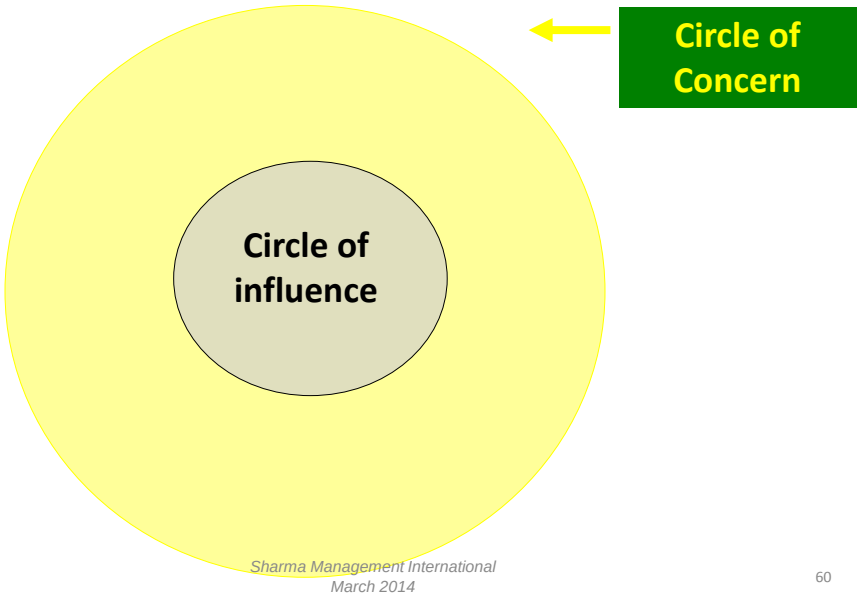
Benefits of Knowledge Management

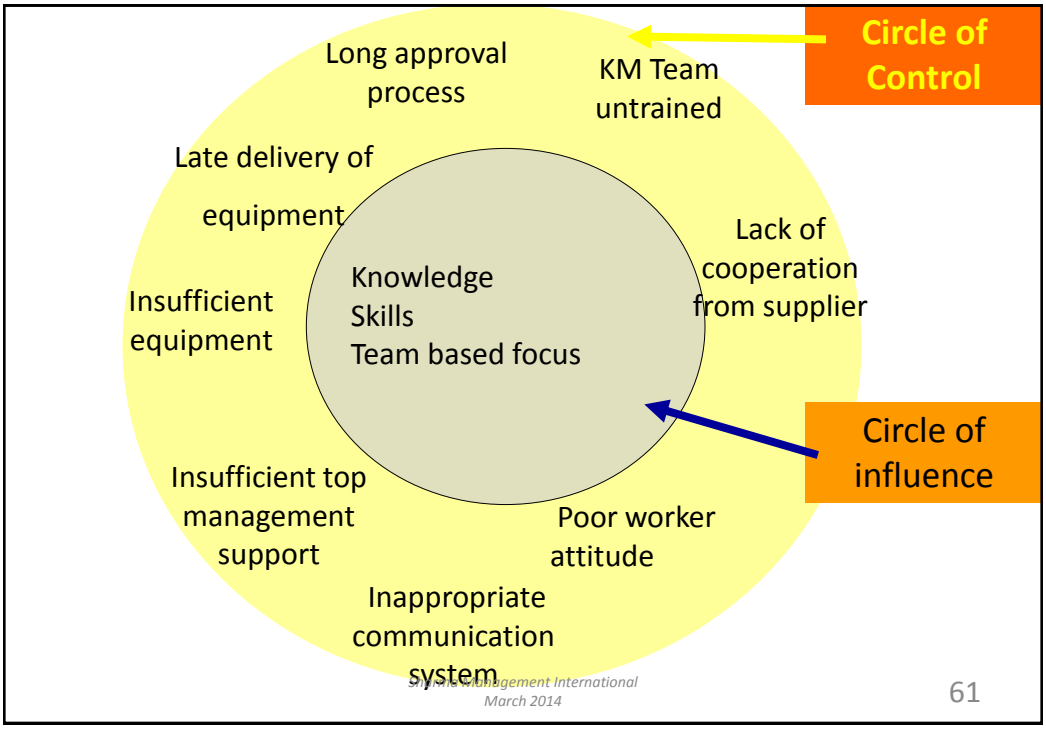


Individual efforts based on *individual* knowledge

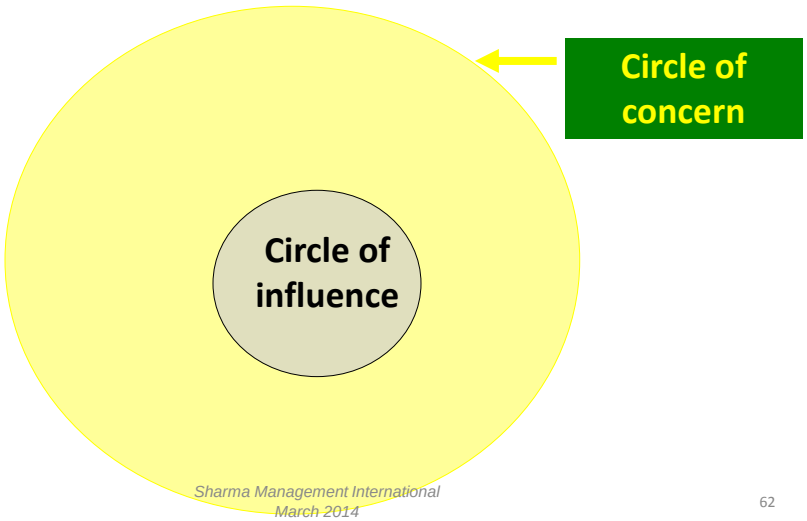
Team based efforts based on *collective* knowledge

Circle of influence and circle of control

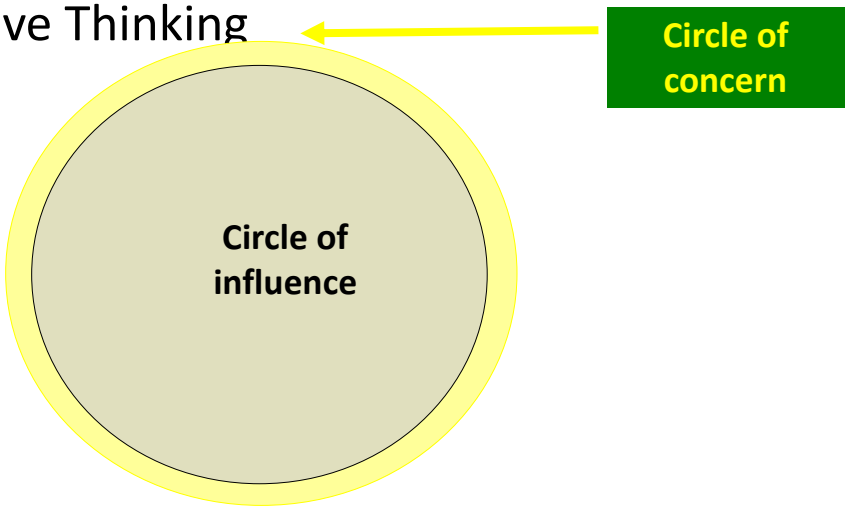




Focus on the circle of concern leading to Reactive Thinking



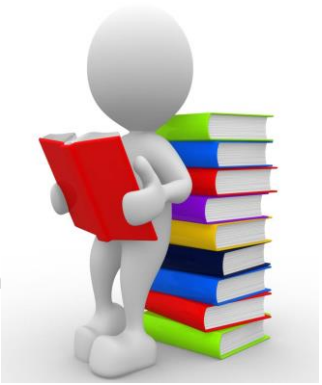
Focus on the circle of influence leading to Proactive Thinking



Types of Knowledge

KM Concepts – Tacit & Explicit Knowledge

Codification of knowledge



Tacit Knowledge

Undocumented & Unarticulated knowledge

Explicit Knowledge

- Codified knowledge

Knowledge Types

Explicit Knowledge

- Can be coded
- Can be documented

Implicit Knowledge

- Cannot be coded
- Cannot be documented

Knowledge Types

Structured Knowledge

- Has a structure that is predetermined
- Can be easily accessed and makes sense

Unstructured Knowledge

- In highly unstructured in content and form
- Difficult to access and may not make sense

Explicit Knowledge

- Knowledge of this type is formal and can be encoded, sometimes known as "know what".
- May be identified, stored and issued
- Can be managed easily by knowledge management system, which is able to ensure storage, retrieval and modification of documents containing knowledge

Explicit Knowledge

- Exist, particularly in certain documents
- It involves the "know what" and "know why"
- Can be seen and easily transferred
- A fraction of the knowledge that exists in any organization is in the form of explicit knowledge

Explicit Knowledge

- The challenge is ensuring that those who need to know are given the necessary knowledge at the time of need.
- Knowledge should be stored in appropriate conditions for easy access or retrieval

Implicit Knowledge

- Tacit knowledge exists only in the human brain.
- It involves the "know how" and "know why"
- It is invisible and hard to move
- The bulk of existing knowledge is tacit knowledge
- To be changed to Explicit knowledge so that it can be known by others

Implicit Knowledge

- Reduced focus on tacit knowledge reduces efforts for continuous innovation and competition
- Tacit knowledge includes beliefs, values, attitudes, way of thinking and so on in addition to knowledge and skills that are specific to a person.

Forms of Knowledge

Descriptive

Procedural

Reasoning

Descriptive Knowledge

- Describes some state or aspect of the world
- Outcome depends on viewpoint of the recipient, quality and interpretation of data
- May be acquired if non existent
- May get access to it if it is known
- Tools
  - Information that makes sense to the recipient

Procedural Knowledge

- Reflect how something is done or how to do something
- Involves step by step procedure for tasks or explaining things
- Used in stable situations that are simple, predictable and static
- Tools
  - Cookbook
  - Procedure manual

Reasoning Knowledge

- Considers outcomes, cause and effect situations to determine actions to be taken in a given context
- Used when complexity, uncertainty or frequent changes overcomes the ability to proceduralize something
- Tools used:
  - Logic
  - Correlation analysis
  - Analogy
  - Causality

Tools and Techniques for ……

- Connecting People to Information and Knowledge
- Connecting People to People
- Organizational Improvement

connecting people to information and knowledge

case study

rapid evidence review (RER)

knowledge banks

IDeA knowledge

connecting people to people

communities of practice (CoP)

peer assist

knowledge café

knowledge marketplace

organisation improvement

gone well/not gone well

after action review (AAR)

retrospective review

knowledge exchange

Portfolio of KM tools, techniques and resources

connecting people to information and knowledge


case study


rapid evidence review (RER)


knowledge banks


IDeA knowledge

connecting people to people


communities of practice (CoP)


peer assist


knowledge café


knowledge marketplace

organisation improvement


gone well/not gone well


after action review (AAR)

retrospective review


knowledge exchange

Community of Practice

what is a community of practice (CoP)?

A community of practice is a network of individuals with common problems or interests who get together to:

- explore ways of working
- identify common solutions
- share good practice and ideas

Typically, they pool resources related to a specific area of knowledge.

Informal communities exist in some form in every organisation. The challenge is to support them so they can create and share organisational knowledge.

Communities of practice are organic and self-organising, and should ideally emerge naturally. They usually evolve from the recognition of a specific need or problem.

why should you use a community of practice?

A CoP provides an environment (virtual and or face-to-face) that connects people and encourages the development and sharing of new ideas and strategies.

This environment supports faster problem solving, cuts down on duplication of effort, and provides potentially unlimited access to expertise.

Technology now allows people to network, share and develop practice entirely online. Virtual communities overcome the challenges of geographical boundaries. They encourage the flow of knowledge across local government and enable sustainable self-improvement.

Knowledge Café

knowledge café

what is a knowledge café?

A knowledge café brings people together to have open, creative conversation on topics of mutual interest.

It can be organised in a meeting or workshop format, but the emphasis should be on flowing dialogue that allows people to share ideas and learn from each other.

It encourages people to explore issues that require discussion in order to build a consensus around an issue.

who should use a knowledge café?

Working in complex and changeable environments is common in local government. Thus it can be hard to keep informed of issues and the ideas and perspectives of colleagues and peers.

The knowledge café brings to the surface, in an informal environment, all the understanding we have in an area.

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Gone well/Not gone well

gone well/not gone well

what is a gone well/not gone well?

A gone well/not gone well is a quick and useful tool to get candid feedback at the end of an event or activity. It allows all participants to say which aspects of an event or activity worked and which didn't in an open and accepting atmosphere.

why should you use a gone well/not gone well?

This tool is a useful way to close a session and provides an opportunity to discuss the event. It is especially useful in getting people to express more critical comments in a relaxed way.

It helps facilitators and organisers of events to gather information that will help them do better next time.

how to run a gone well/not gone well

This is a facilitated session to get feedback and requires a flipchart to record the information. The flip chart is divided down the middle into two columns: 'Gone well' and 'Not gone well'.

The facilitator asks the group to comment on anything to do with the event that went well or not so well. This could include content, delivery style, catering, room layout, discussion topics, materials used, plus whatever people want to raise in relation to the day.

All positive and negative comments are written into the respective columns on the flipchart.

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After Action Review

after action review (AAR)

what is an after action review?

An after action review (AAR) is a tool to evaluate and capture lessons learned. It takes the form of a quick and informal discussion at the end of a project or at a key stage within a project or activity. It enables the individuals involved to:

- review what has happened
- summarise new knowledge
- decide what action should be taken next

This discussion should cover:

- what happened and why
- what went well
- what needs improvement
- what lessons can be learned from the experience

why use an after action review?

In local government, much work results in the creation of new knowledge. By formalising the way this knowledge is extracted and recorded, it can readily be made available to colleagues and other organisations facing similar challenges.

An AAR provides a quick way of making an informed decision about how to approach the next action.

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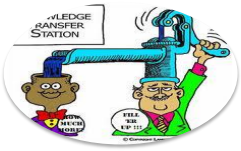
PROCESS OF KNOWLEDGE MANAGEMENT

Knowledge Management Processes

- Knowledge Development

- Knowledge Sharing



- Knowledge Application

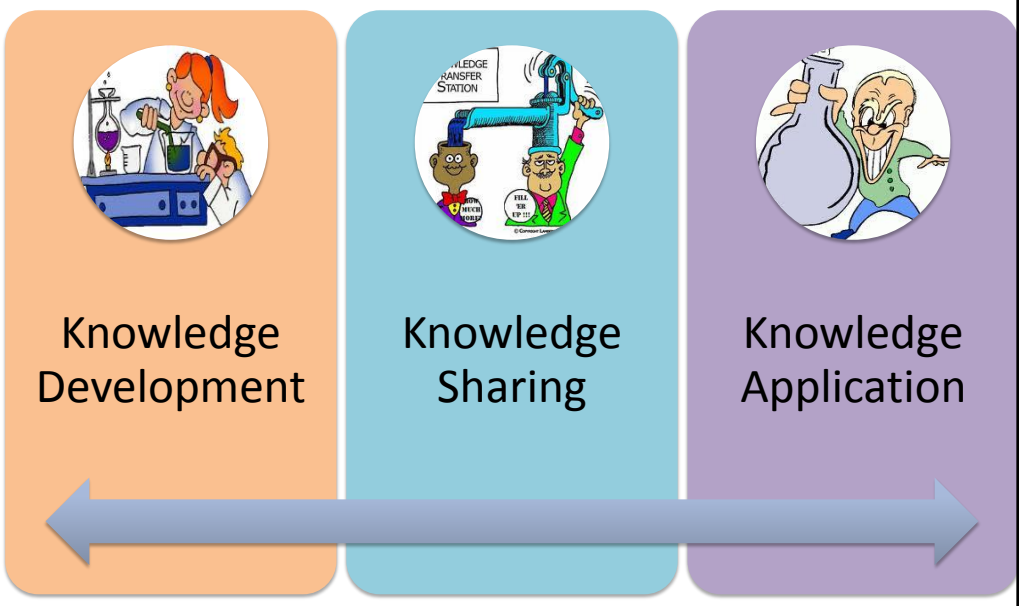
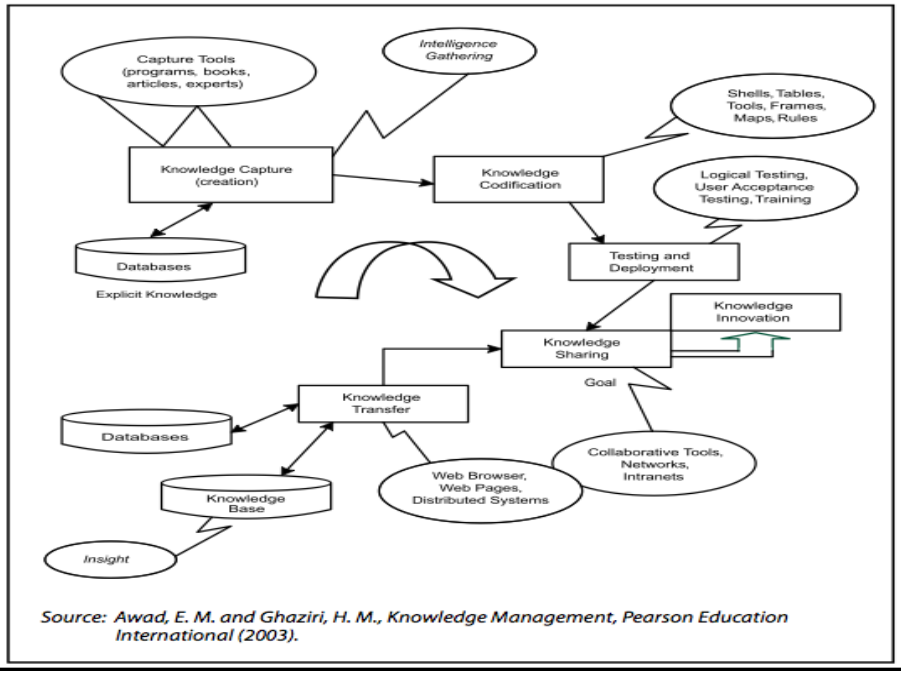
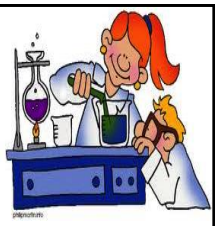


Figure 4.1 Knowledge Capture and Sharing



Source: Awad, E. M. and Ghaziri, H. M., Knowledge Management, Pearson Education International (2003).

Knowledge Development



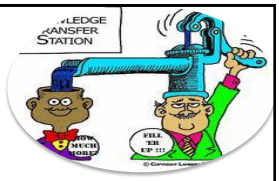
- Need to ensure that channels of innovation continually flow and fills the knowledge warehouse
- It should be controlled by identifying critical knowledge loss and retention of knowledge obsolescence
- Challenging in industries where the knowledge base is weak

Knowledge Development

Knowledge production can occur from the formation of new knowledge based on experience in a field of work.

The production of this knowledge can be used with other knowledge in other fields that can be distributed and used in different applications.

Knowledge Sharing



- The sharing of knowledge must happen quickly and be sent to those who need it at that point in time
- Knowledge shared should be used to ensure that the process is successful and has a positive impact

Knowledge Application

- Knowledge can only be used effectively if there is a general understanding of a subject
- The application of knowledge in a particular context depends on the level at which knowledge can be shared

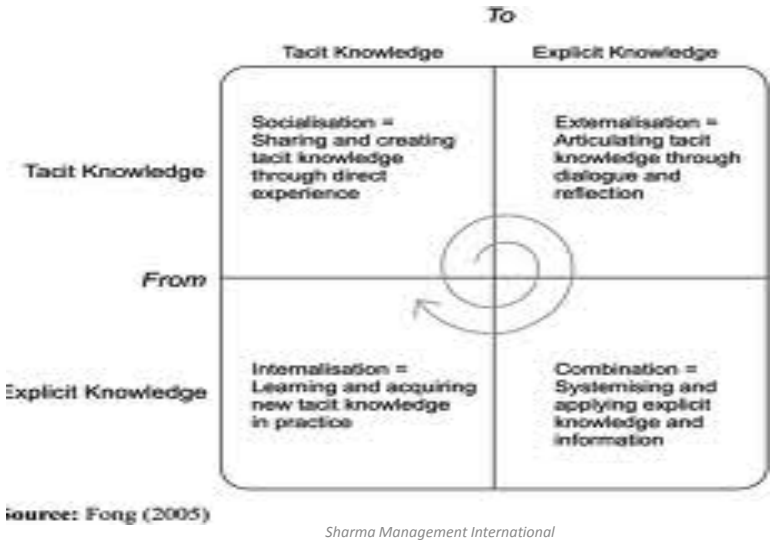
Knowledge Application

- When the transfer of knowledge to produce new knowledge that can prevail, this creates a situation where the new knowledge produced
- Speed of knowledge sharing is necessary because knowledge has a certain life span

Knowledge Conversion Process

- Focus on changes in form of clear and distinct, explicit knowledge to tacit knowledge patterns when the knowledge produced

The Spiral of Knowledge Exchange



Source: Fong (2005)

Socialization

Coming from shared experience, through a network of relationships that provided for sharing of experiences. It can also occur by interaction with suppliers and customers

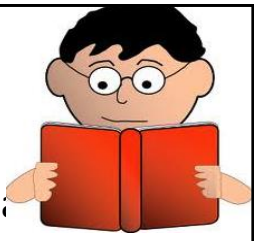
Combination

- The conversion of knowledge in an explicit for to another explicit form
- Existing knowledge in a specific documentmay may be changed into other documents so easily the knowledge is easily accessed and used.

Externalization

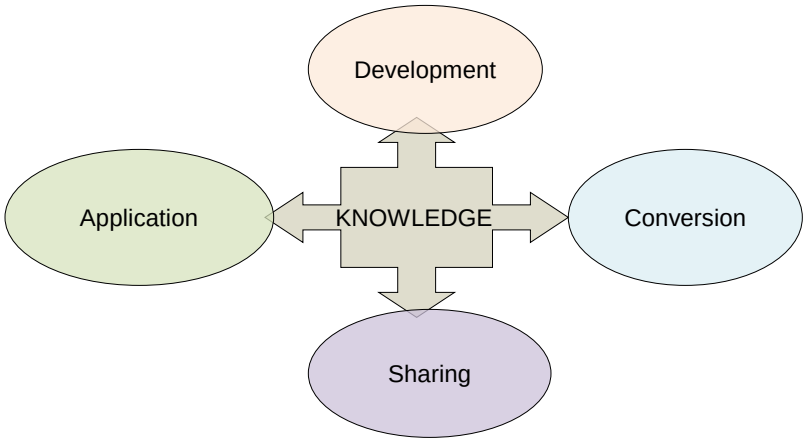
- The process of converting knowledge from tacit to explicit
- Information is considered "frozen" when it is knowledge stored in tacit form
- What the learned is shared in the form of concepts, diagrams, hypothesis easily which is an example of explicit knowledge that has been converted from tacit knowledge that exists in the mind

Internalization



- The process of converting knowledge th explicitly exists into implicit knowledge in a person's brain.
- The conversion process of internalization occurs when one tries to understand the concepts that are taught either by doing it or when told by others.

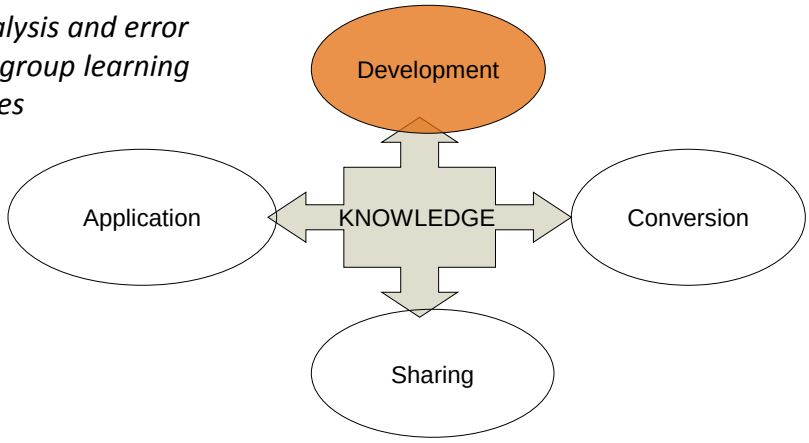
Knowledge Management Process



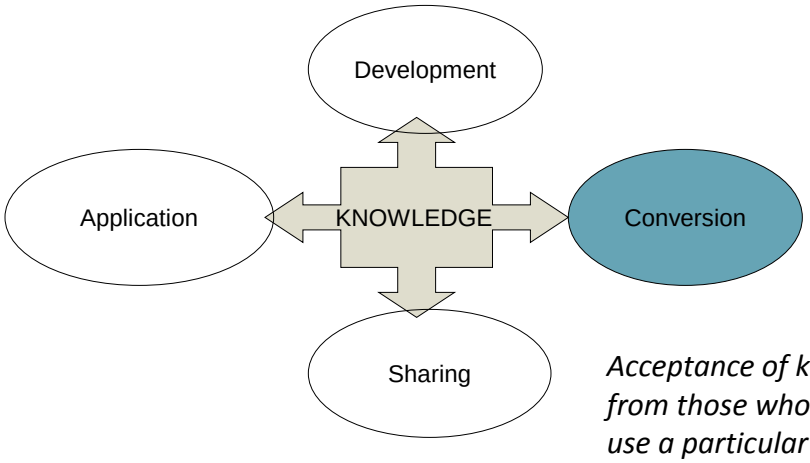
Continual process that requires support from all parties

Knowledge Management Process

Generation of new knowledge based on new ideas, analysis and error daily and group learning experiences

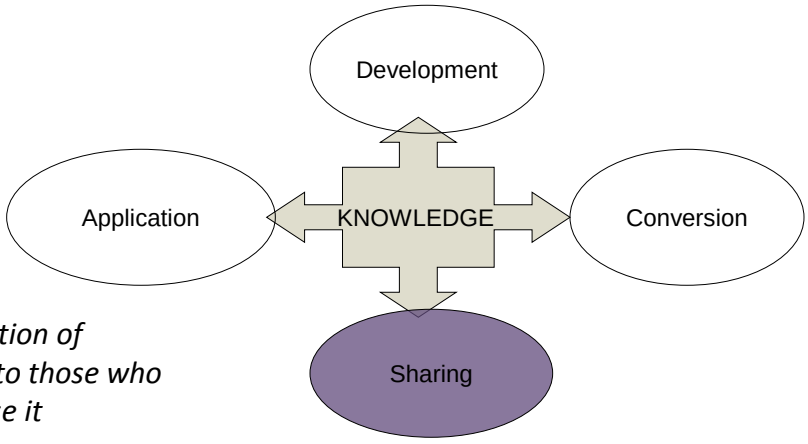


Knowledge Management Process



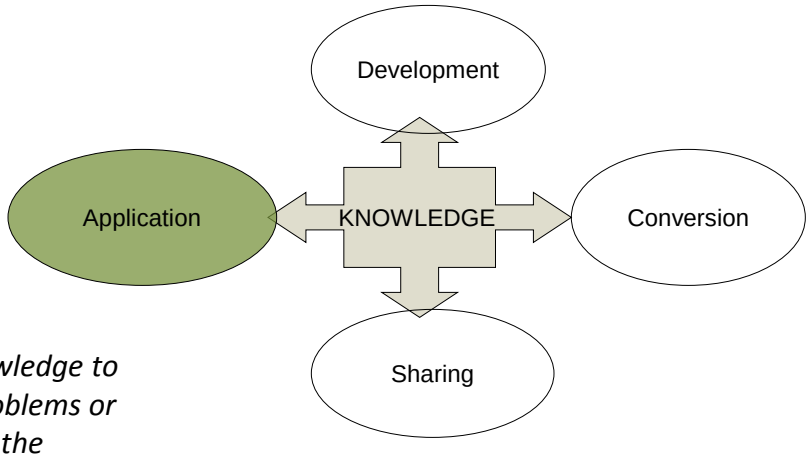
Acceptance of knowledge from those who have it to use a particular conversion method

Knowledge Management Process



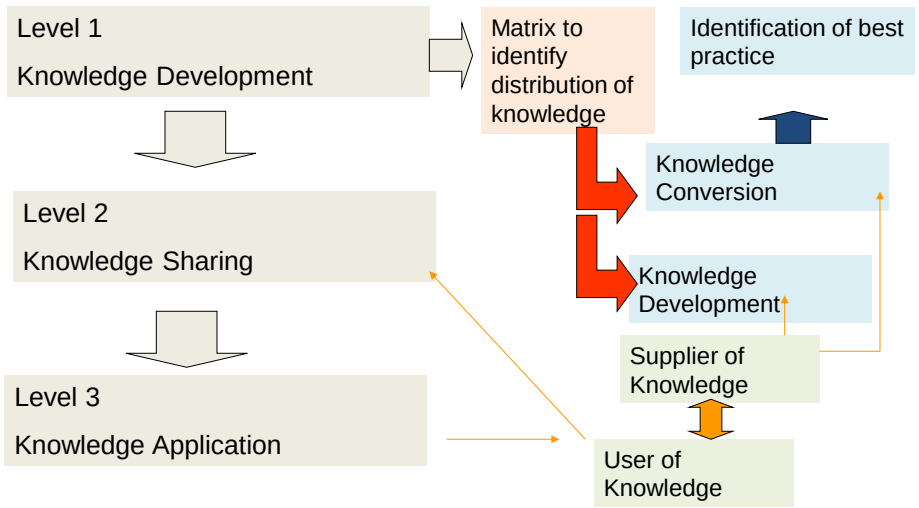
The distribution of knowledge to those who need and use it

Knowledge Management Process

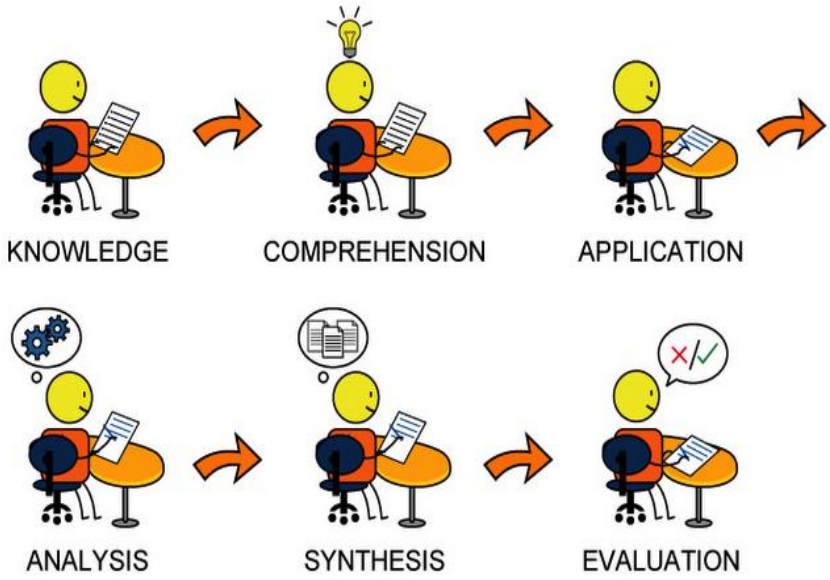


Use knowledge to solve problems or improve the performance of the organization

Overall Process



Knowledge Taxonomy



Meaning of Taxonomy

- A collection of controlled vocabulary terms organized in a hierarchical structure
- It consists of
  - Main Term
  - Top Term
  - Broader Term
  - Narrower Term

Characteristics of a Good Taxonomy

- Used to organize knowledge
- User can immediately understand overall structure of knowledge domain
- Comprehensive, predictable and easy to navigate
- Can anticipate resources needed and where they may be found
- Semantic – describes relationships between terms

Why organize knowledge

- Needed to manage knowledge effectively
- Taxonomies play an integral role in organizing knowledge

What do taxonomies do?

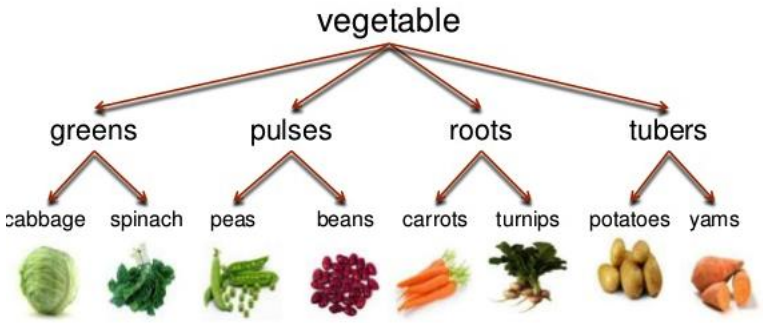
- Structure and Organize
  - Taxonomies organize knowledge and information as well as work and resources
- Span boundaries between groups
  - Taxonomies serve as boundary objects if they form common frame of reference for two distinct communities
- Help in sense making
  - Taxonomies draw our attention to important, actionable and relevant things

Attributes of Taxonomies for KM

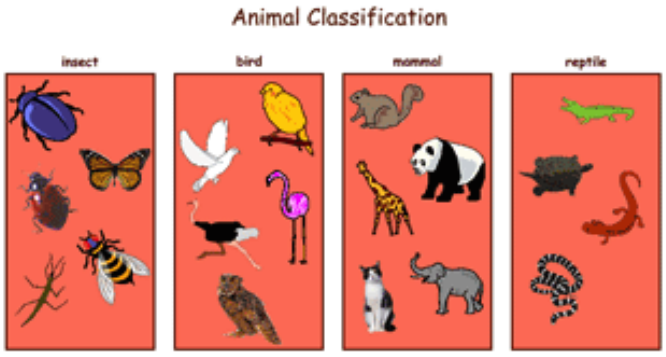
- For the purpose of knowledge management, an effective taxonomy has three key attrbutes
  - A classification scheme
  - Semantic
  - Knowledge Map

Semantics- Example

Example of Taxonomy:



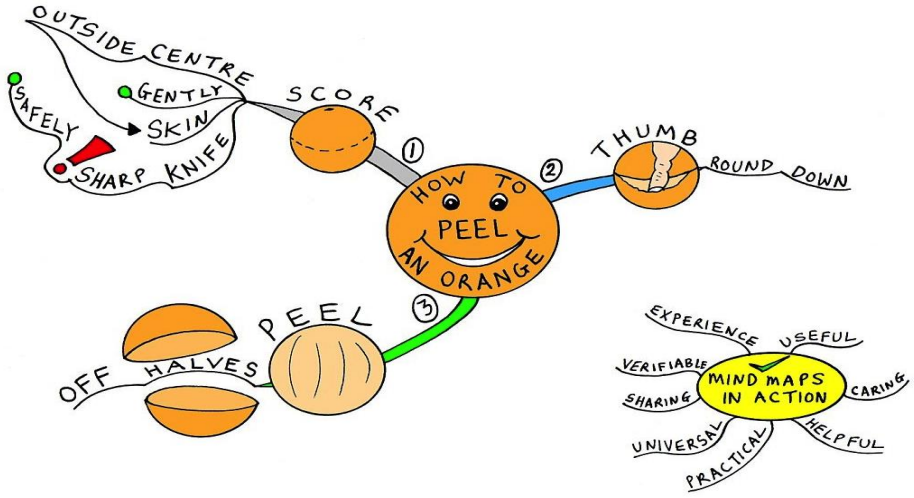
Classification - Example



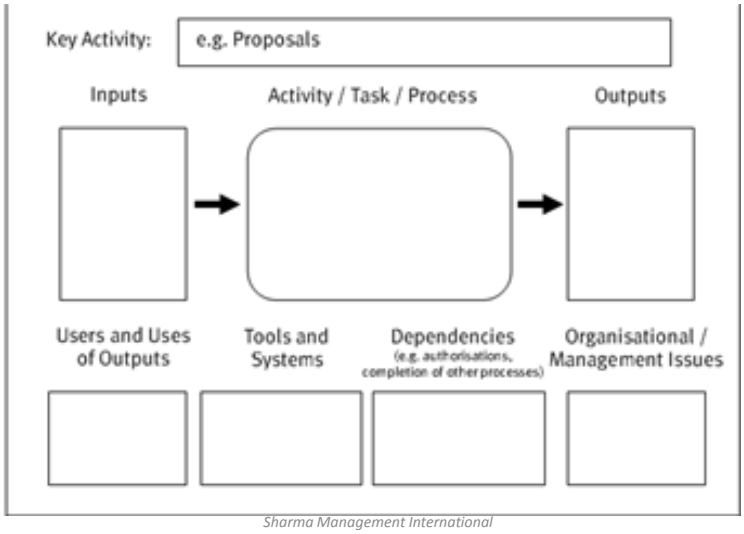
Classification- Template

		Organization Charts file.
Team	Team Name	The name of the Team the file is referencing.
Event	Event Name	The name of the Event the file is referencing.
Area	Area Name	The name of the Area the file is referencing.
Title	25 Characters Maximum	The Title given to the file.
Date Created	mm-dd-yyyy	The Date the file was Uploaded (not necessarily made).

Knowledge Map- Example



Knowledge Map- Template



Knowledge Map-Template

Activity OR process step	What knowledge is needed?	Who has it? (Sources)	Who needs it? (Recipients)	Where is it?	What format is it in?	Gap (high, med, low)	Comments
A							
B							
C							

Classification Scheme

- Designed to group related things together so that finding one thing within a category enables other related things to be found
- Can be informal or ad hoc

Semantic

- Provide a fixed vocabulary to describe their knowledge and information assets
- Express relationship between terms in a taxonomy
- Labels may be arranged in alphabetical order

Knowledge Map

- Provides a user with an immediate grasps of the overall structure of the knowledge domain, and the ability to accurately anticipate what resources might be found
- Should be comprehensive, predictable and easy to navigate

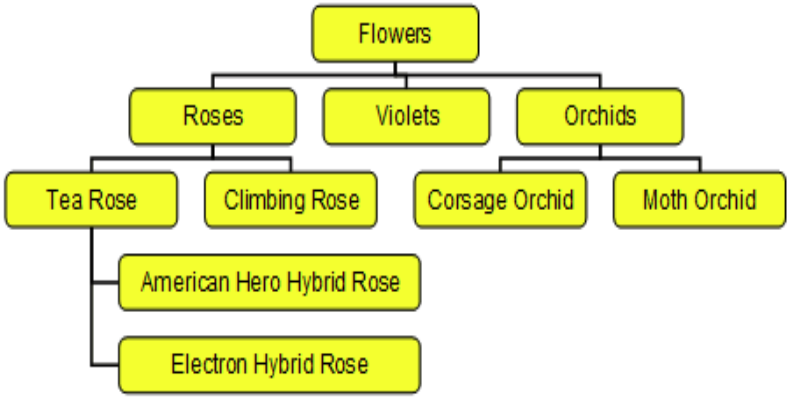
Taxonomy Forms

- Lists
  - Most basic form and the foundation for more complex ways of representing taxonomies
- Trees
  - Command structure that represents the transition from general to specific
- Hierarchies
  - Very specific kind of tree structure that is consistent and predictable

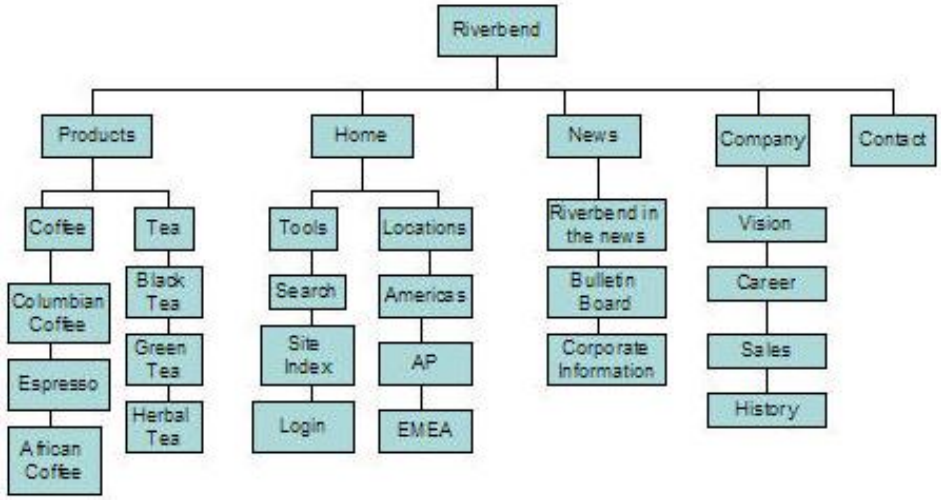
Taxonomy - Lists

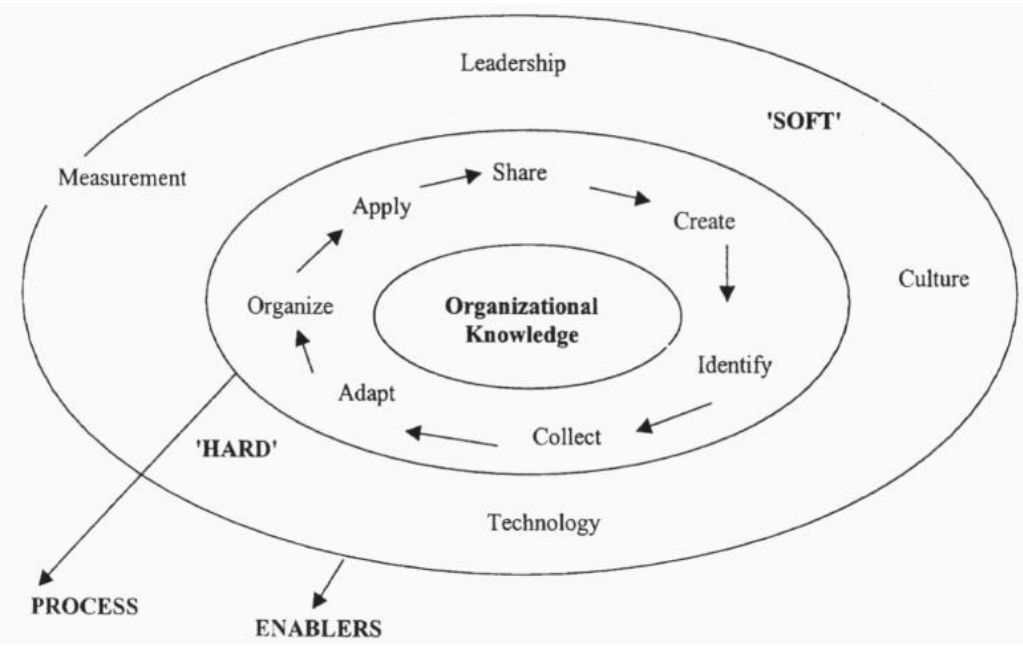
Remember	Understand	Apply	Analyze	Evaluate	Create
name	predict	solve	examine	choose	create
tell	explain	show	compare	decide	invent
list	outline	illustrate	contrast	recommend	compose
describe	discuss	complete	investigate	assess	plan
relate	restate	examine	categorize	justify	construct
write	translate	use	identify	rate	design
find	compare	classify	explain	prioritize	imagine

Taxonomy - Tree



Taxonomy - Hierarchy





Developing KM Based Taxonomies

- Start with what is known
- Build from there
- Use the literature, your data
- Use lists you already have internally
- Build in continuous review throughout the process
- Use
  - KM Manager
  - Subject Matter Experts
  - Users

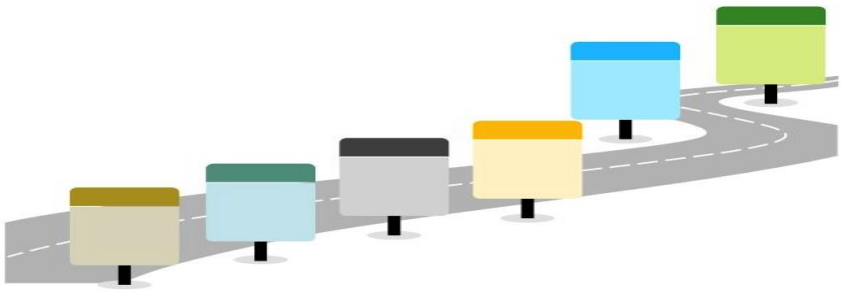
Exercise

- Identify in your work area, what knowledge is :
  - Critical
  - Important
  - Useful

  For a Specific situation/ purpose and develop a knowledge Taxonomy for this knowledge base

Knowledge Taxonomy

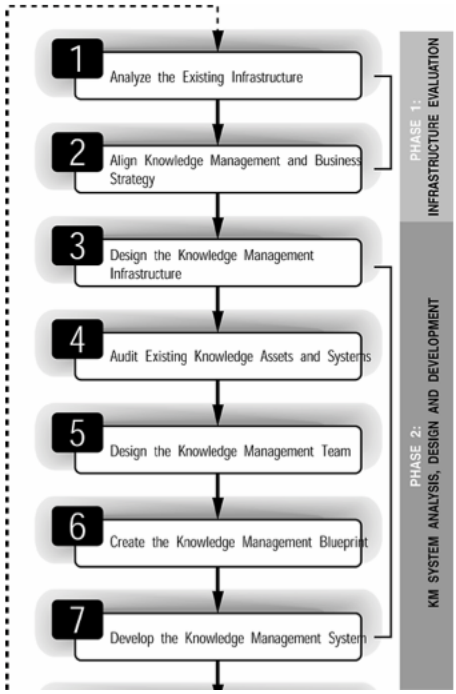
CRTICAL	IMPORTANT	USEFUL



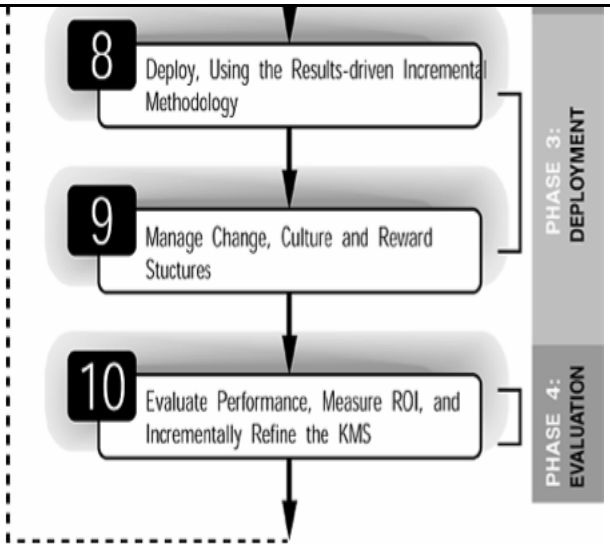
Road Map for Knowledge Management

Road Map for Knowledge Management

Infrastructure Evaluation	*Do we have what it takes ?*
KM System Analysis Design and Evaluation	*Really ?*
Deployment	*Lets do it*
Evaluation	*Lets check it*

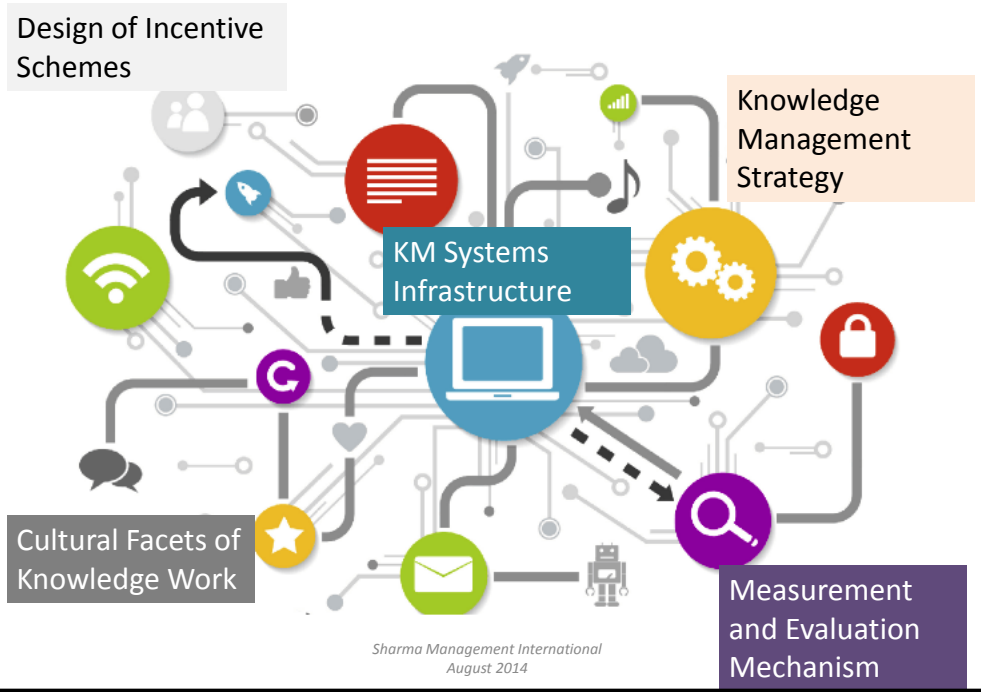

1
Analyze the Existing Infrastructure
2
Align Knowledge Management and Business Strategy
3
Design the Knowledge Management Infrastructure
4
Audit Existing Knowledge Assets and Systems
5
Design the Knowledge Management Team
6
Create the Knowledge Management Blueprint
7
Develop the Knowledge Management System
PHASE 1: INFRASTRUCTURE EVALUATION
PHASE 2: KM SYSTEM ANALYSIS, DESIGN AND DEVELOPMENT

135


8
Deploy, Using the Results-driven Incremental Methodology
9
Manage Change, Culture and Reward Stuctures
10
Evaluate Performance, Measure ROI, and Incrementally Refine the KMS
PHASE 3: DEPLOYMENT
PHASE 4: EVALUATION

KM Systems and KM Platform

- The KM system infrastructure refers to the *knowledge component* of what facilitates *integration, application and management* of knowledge
- The KM platform includes the *KM system infrastructure, knowledge management strategy, cultural facets of knowledge work, design of incentive schemes and a measurement and evaluation mechanism in plan*



Infrastructure Evaluation

Design of Incentive Schemes

Cultural Facets of Knowledge Work

KM Systems Infrastructure

Measurement and Evaluation Mechanism

ANALYZE EXISTING INFRASTRUCTURE

ALIGN KNOWLEDGE MANAGEMENT AND BUSINESS STRATEGY

KM System Analysis and Evaluation

KM Architecture Design and Component Selection

What do we really need ?

Knowledge Audit and Analysis

Do we have it ?

KM System Analysis and Evaluation

Knowledge Management Team Design

Who are the best people for the job?

Creation of a KM blueprint

How should it be done?

Deployment

Pilot Testing and Deployment

Lets test it out on a small scale

Leadership and Reward Structures

What leadership style and reward structures are required ?

Metrics for Evaluation

Measuring Return on Investment, ROI

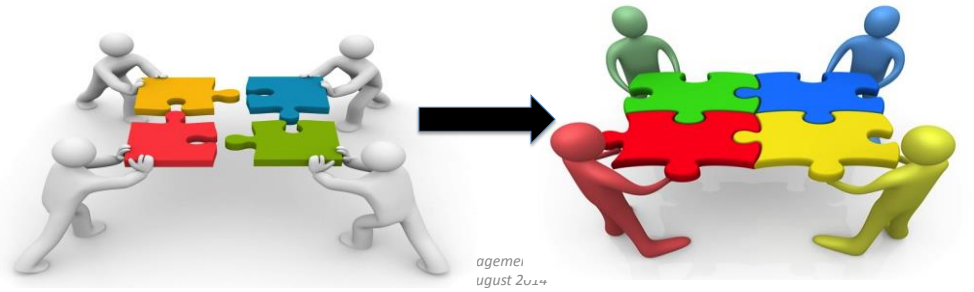
Was it worth the money and time spent ?

Aligning KM Initiatives with Business Strategy

Strategic visioning

- Issues to think about
  - What is the industry context in which your business operates ?
  - What is the level and nature of turbulence within it?
  - How profound is the uncertainty in your business?

Knowledge Transfer and Knowledge Integration



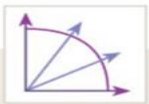
Knowledge Transfer

- Two transacting individuals possess certain shared knowledge in order to effectively communicate
- Sufficient time is available to engage in such transfer
- Knowledge that is transferred remains valid by the time the transfer is complete

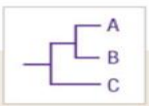
Sharma Management International
August 2014

Levels of Uncertainty

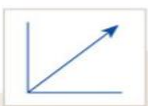
Level 4: true uncertainty
Not even a range of possible future outcomes



Level 3: range of futures
Range of possible future outcomes

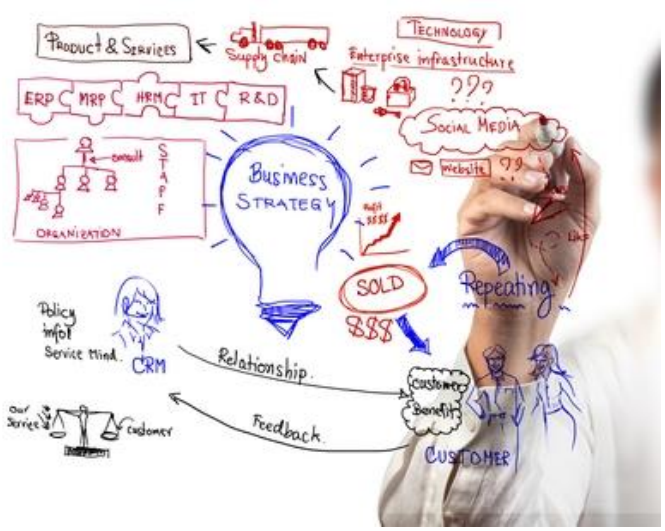


Level 2: alternative futures
Limited set of possible future outcomes, one of which will occur



Level 1: clear enough future
Single view of the future

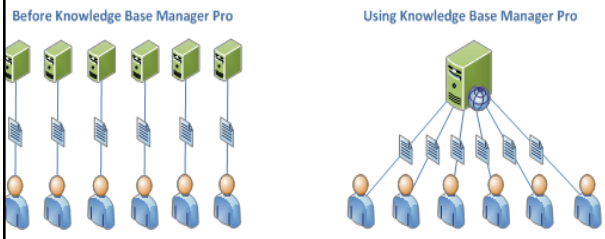
Business Models and Enabling IT



Codification and Personalization KM Strategies

PERSONALIZATION STRATEGY

More focused on connecting knowledge workers through networks and depends more on tacit knowledge



CODIFICATION STRATEGY

More focused on technology that enables storage, indexing, retrieval and reuse of explicit knowledge

Strategy Knowledge Link

- To articulate the strategy knowledge link, a company must
  - Define its strategic intent

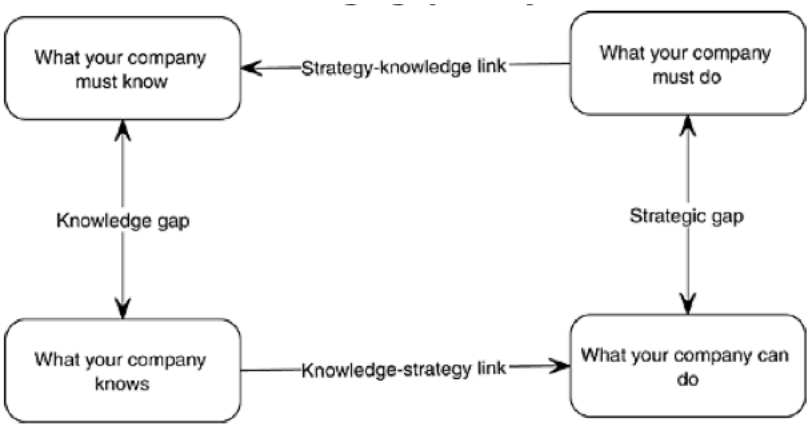
    What is our strategy ?
  - Identify knowledge needed to achieve the strategy

    What do know that will help us achieve the strategy ?
  - Reveal strategy strategic knowledge gaps

    What more do we need to know to achieve the strategy ?
  - Establish how this gaps may be reduced

    What do we have to do so that we have all the knowledge required?

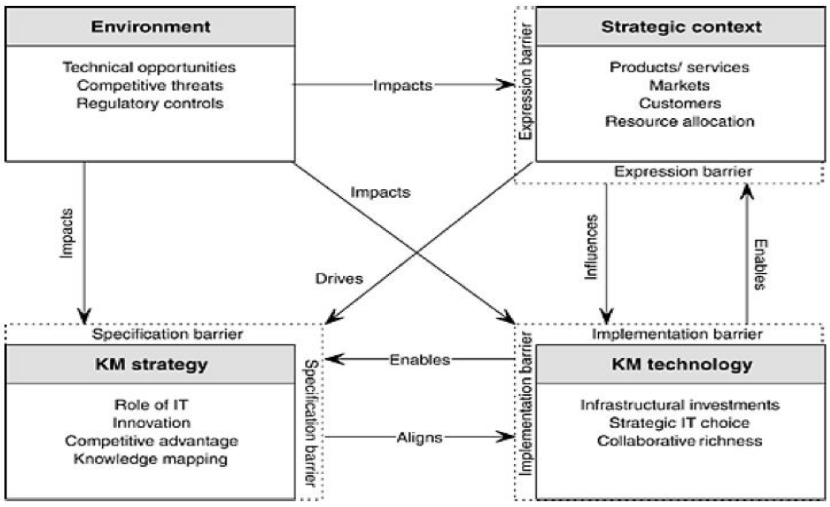
Strategic Knowledge Gap Analysis



Knowledge Levels

- Core knowledge
  - Basic level of knowledge required to *play the game*
- Advanced knowledge
  - What makes your company *competitively viable*
- Innovative knowledge
  - Allows the company to *lead the entire industry*

Aligning Knowledge and Business Strategy

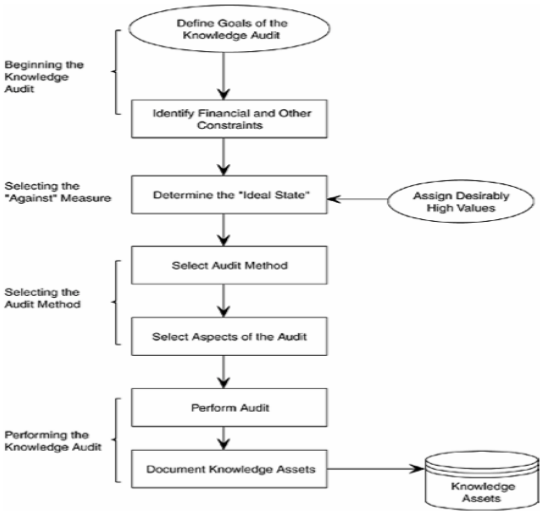


Knowledge Audit and Analysis

KM Audit

- Aims to identifying existing intangible assets, including rituals, processes, structure and people
- Done to enable the company to invest in areas with the most potential for strategic advantage
- It helps company "*know what it does not know and needs to know*"

Knowledge Audit Process

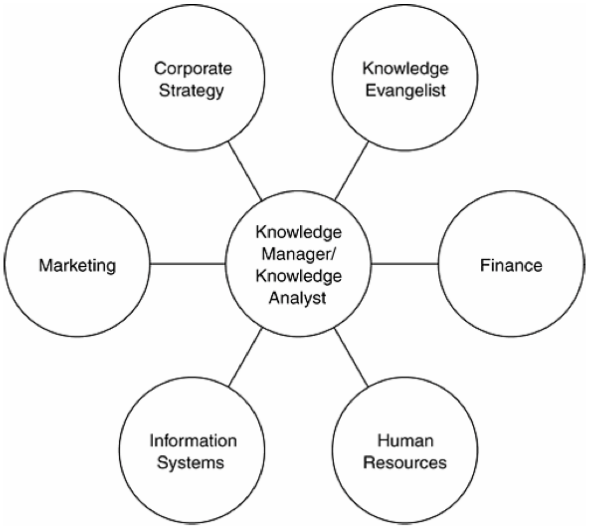


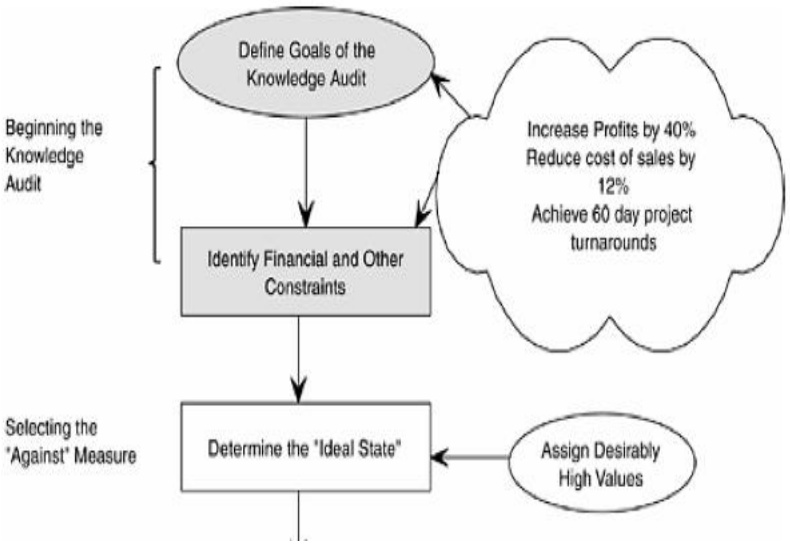
Measuring Knowledge Growth

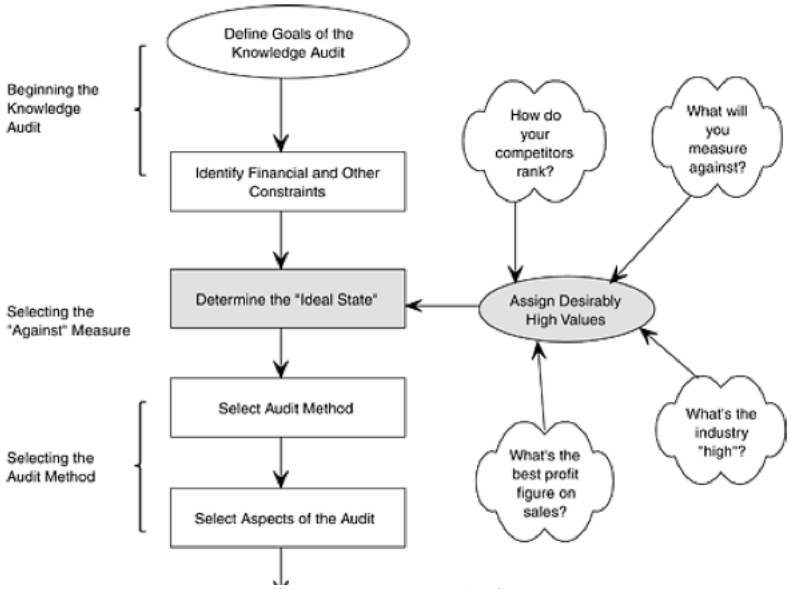
Table 8-1. Bohn's Stages of Knowledge Growth

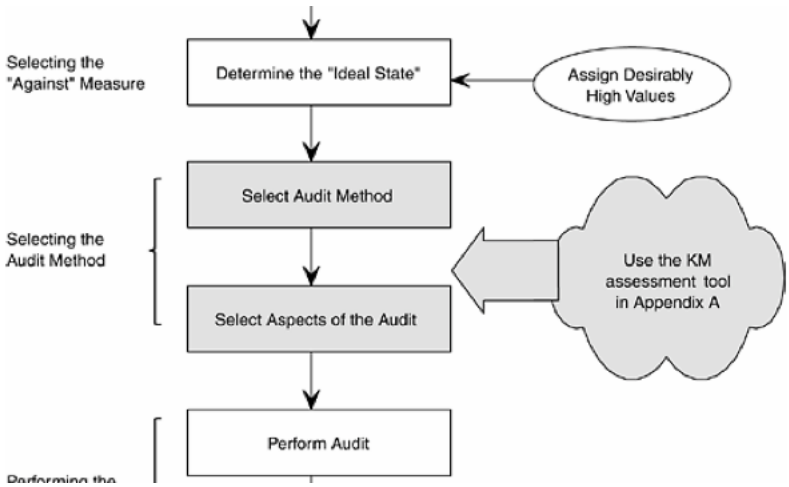
Stage	Name	Comment	Typical Form of Knowledge
1	Complete ignorance	Nothing known.	Does not exist anywhere.
2	Awareness	Resembles pure art.	Knowledge is primarily tacit.
3	Measure	It's pretechnological.	Knowledge is primarily written.
4	Control of the mean	A scientific method is feasible.	Written and embodied in hardware.
5	Process capability	A local recipe exists	Hardware and operating manuals.
6	Process characterization	Tradeoffs to reduce costs are known.	Empirical equations (quantitative).
7	Know why	Takes on the form of science.	Procedures, methodologies, scientific formulas, and algorithms.

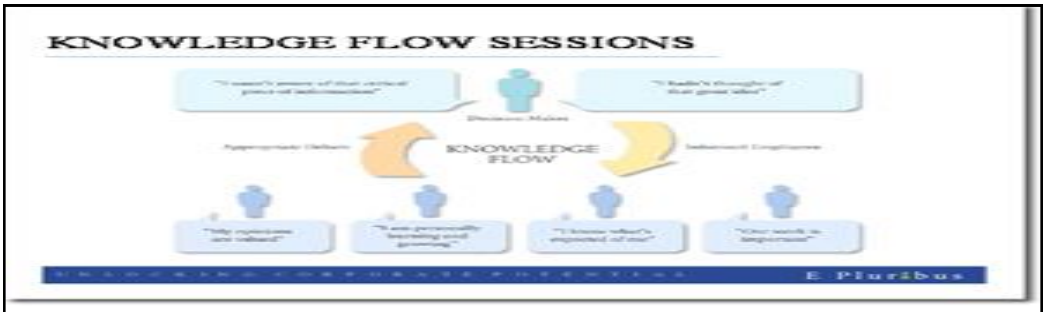
The Knowledge Audit Team



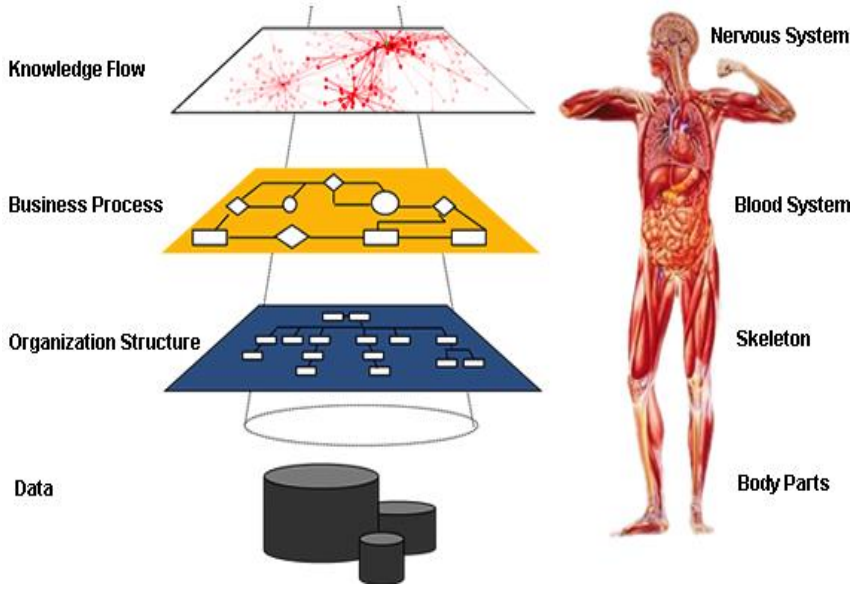



Define Goals of the Knowledge Audit
Beginning the Knowledge Audit
Identify Financial and Other Constraints
How do your competitors rank?
What will you measure against?
Determine the "Ideal State"
Selecting the "Against" Measure
Assign Desirably High Values
Select Audit Method
Selecting the Audit Method
What's the industry "high"?
What's the best profit figure on sales?
Select Aspects of the Audit


Selecting the "Against" Measure
Determine the "Ideal State"
Assign Desirably High Values
Select Audit Method
Selecting the Audit Method
Use the KM assessment tool in Appendix A
Select Aspects of the Audit
Perform Audit



Knowledge Flow



Definition of Knowledge Flow

A *knowledge flow* is a passing of knowledge between people or through machinery.
It has three crucial attributes:

- *direction* (sender and receiver),
- *carrier* (medium) and
- *content* (shareable).

Good knowledge flow enables intelligent participants (people, roles and devices) to cooperate effectively.

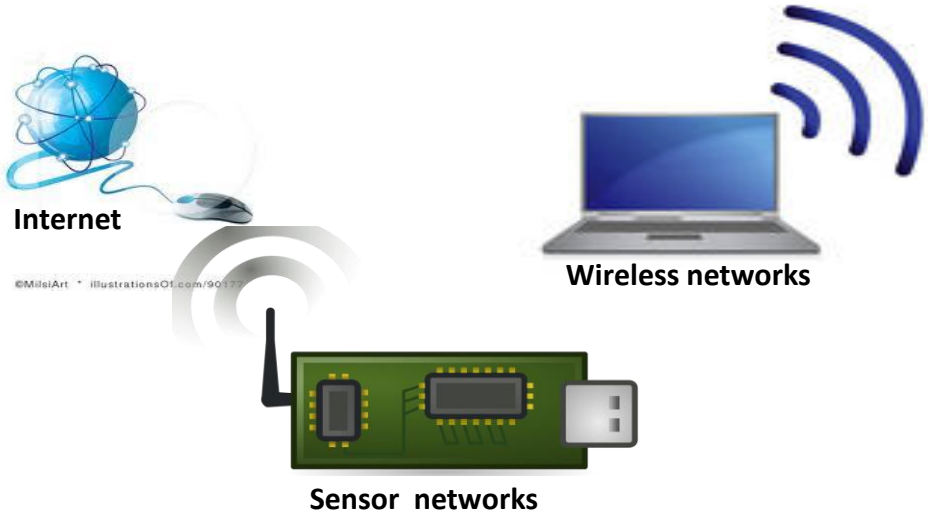
Source: Amrit Tiwana, The Knowledge Management Toolkit

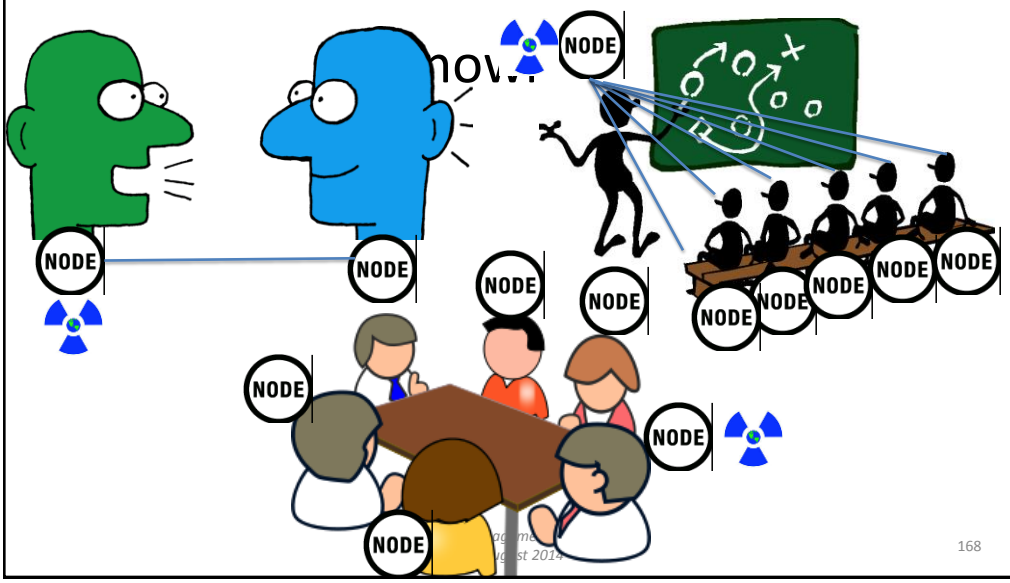
Effective Knowledge Flow

Effective knowledge flow will avoid redundant knowledge passing between team members, recognizing that different members may be given different kinds of tasks and need different kinds of knowledge.

Knowledge flows can be used to transfer capability and expertise in an orderly and effective way.

Knowledge Carriers





Knowledge Flow Networks

SHARMA MANAGEMENT INTERNATIONAL

Atlas Vending
World of Difference

Knowledge Management

- Overview of Concept & Theories
- Overview of KM Strategy & Implementation Plan

Presented by Mr. Sanath Sukumaran

Holiday Inn, Melaka
28th Oct. 2015

Agenda

- KM Concepts & Theories
- BREAK ☺
- KM Strategy & Implementation Plan

My KM Background

- Certified Knowledge Manager, KM Institute, USA
- Editor, Knowledge Manager Professional Society (KMPro), Houston, USA
- PHD Knowledge Managemnt (ongoing)
- **Consultation & Training Experience:**

Albar & Partners ADVOCATES & SOLICITORS

astro SUPERSPORT

EXIM BANK MALAYSIA

Deloitte.

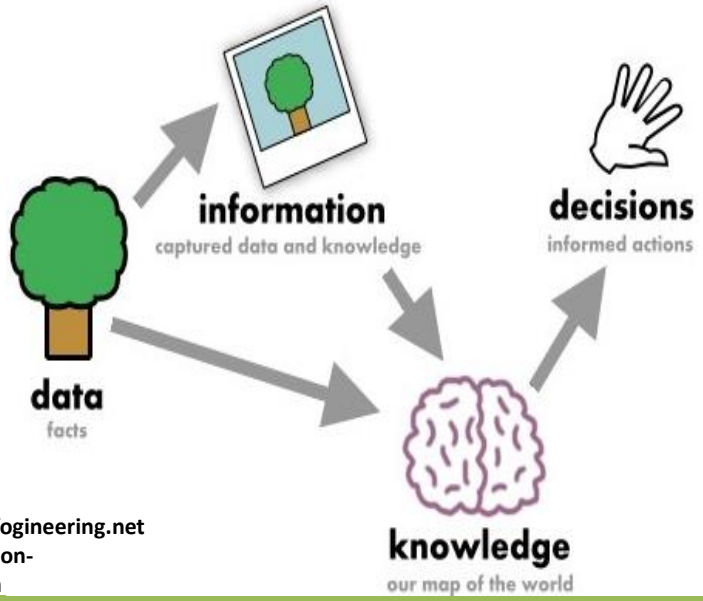
mmcsb TECHNOLOGY CONSULTING

PERODUA

KM Concepts & Theories

Knowle Manageme

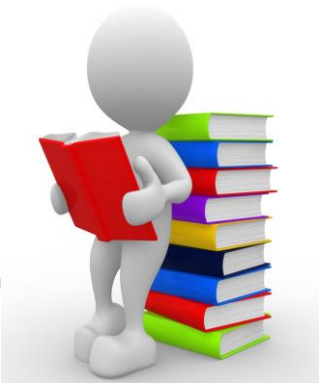
KM Concepts – Data, Information & Knowledge



http://www.infogineering.net/data-information-knowledge.htm

KM Concepts – Tacit & Explicit Knowledge

Codification of knowledge



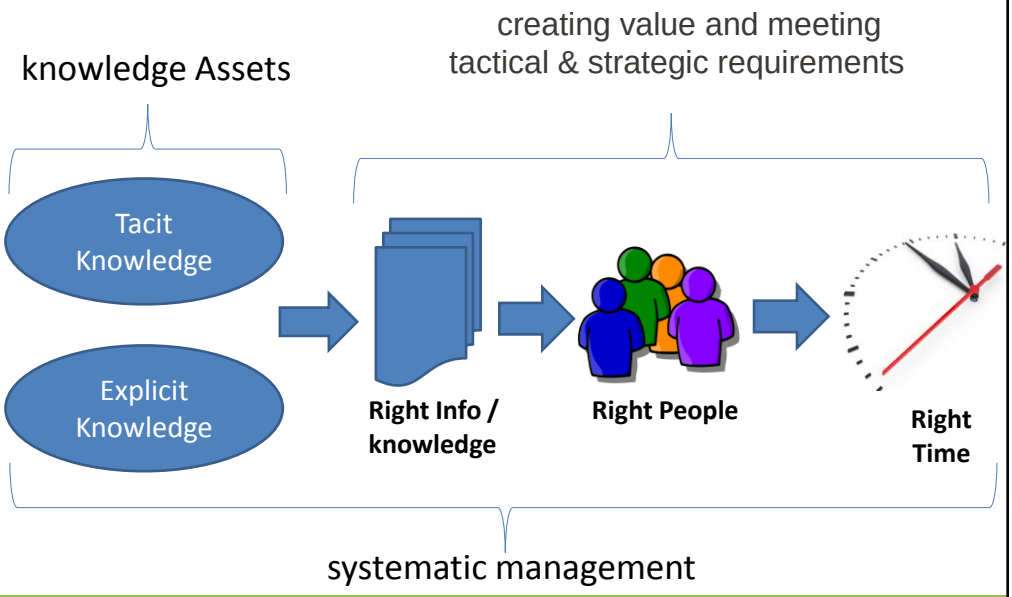
Tacit Knowledge

Undocumented & Unarticulated knowledge

Explicit Knowledge

- Codified knowledge

What is KM?



"If you know the enemy and know yourself, you need not fear the result of a hundred battles. If you know yourself but not the enemy, for every victory gained you will also suffer a defeat. If you know neither the enemy nor yourself, you will succumb in every battle"

- Sun Tzu, The Art of War

Why do we need KM?

Knowledge is current being managed sub-optimally

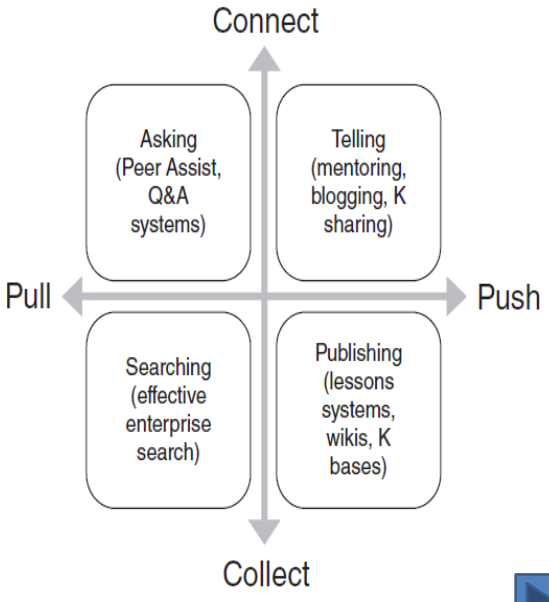
Knowledge is an asset for your company

Evidence of Knowledge Managed Sub-Optimally

- *Why do we keep having to relearn this?*
- *How do I know where to find this knowledge*
- *I'm sure I heard someone mention that to me the other day, now who was it?*
- *Someone must have done this before—but who?*
- *When that guy left, he took all that knowledge with him*
- *It was pure luck that I met John — he/she had just the answer I was looking for*
- *That went very well—how do we repeat that success?*
- *We made this mistake in our other office too*

KM – The End Game

4 Qua



Barnes, S., & Milton, N. (2015)

Why is KM Needed Now?

- Learning at the Speed of Change

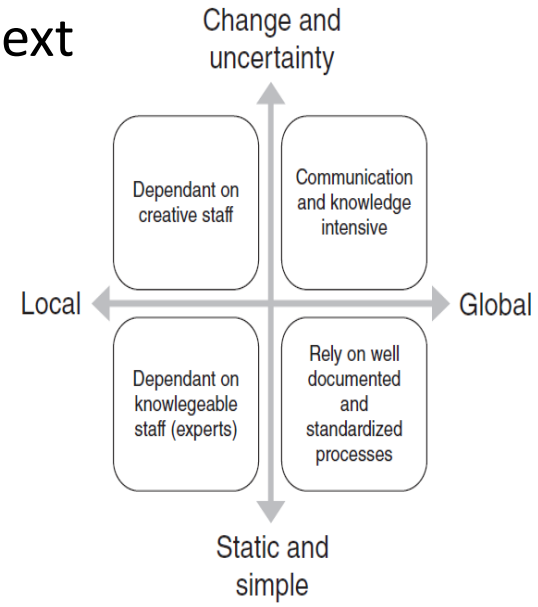
Staff turnover

Information Overload

Leveraging on Best Practices

Staying Competitive

Organisation Context for KM



Barnes, S., & Milton, N. (2015)

Elements of KM (1)

- Soft Aspects:
  - –People & Processes
- Hard Aspects:
  - –Technology & Governance

Elements of KM (2)

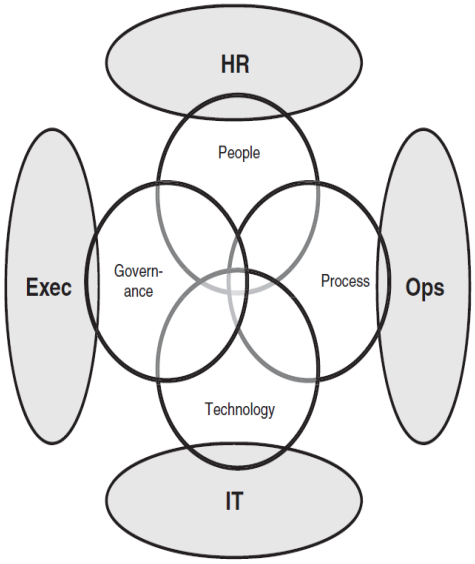
Process

People

Technology

Governance

Key Department of KM



- **Barnes, S., & Milton, N. (2015)**

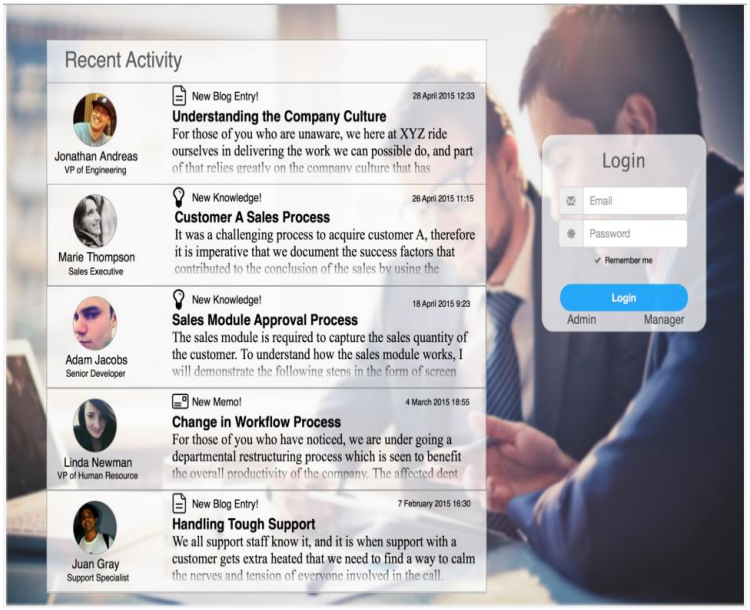
Elements of KM - Technology (KM Tools)

- **Knowledge Worker**

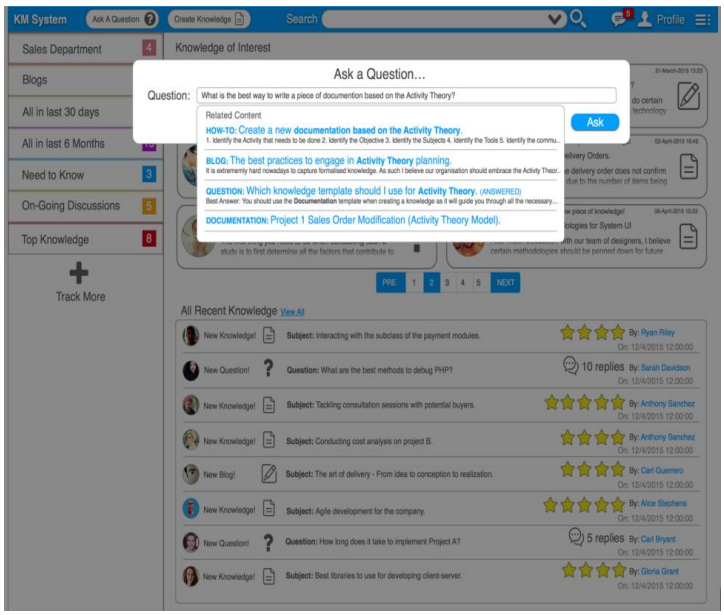
Knowledge Manager

- **Admin**

Knowledge Worker, Managers & Admin

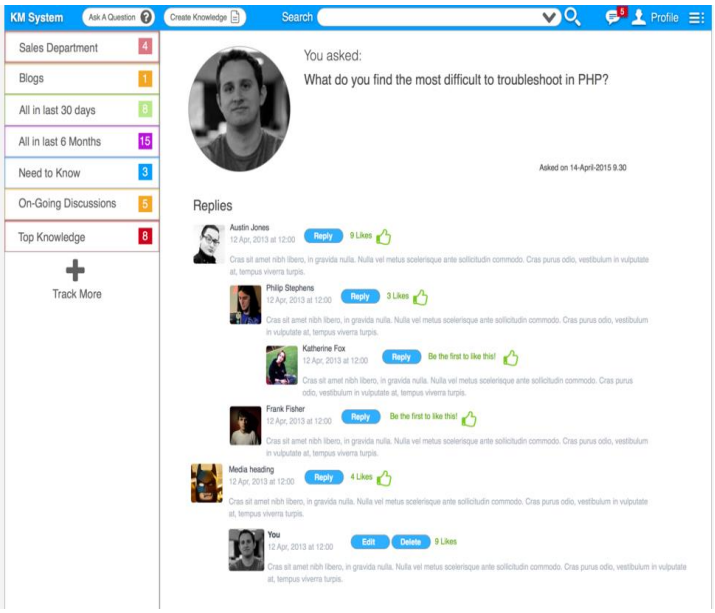


Knowledge Worker, Managers – Asking Questions



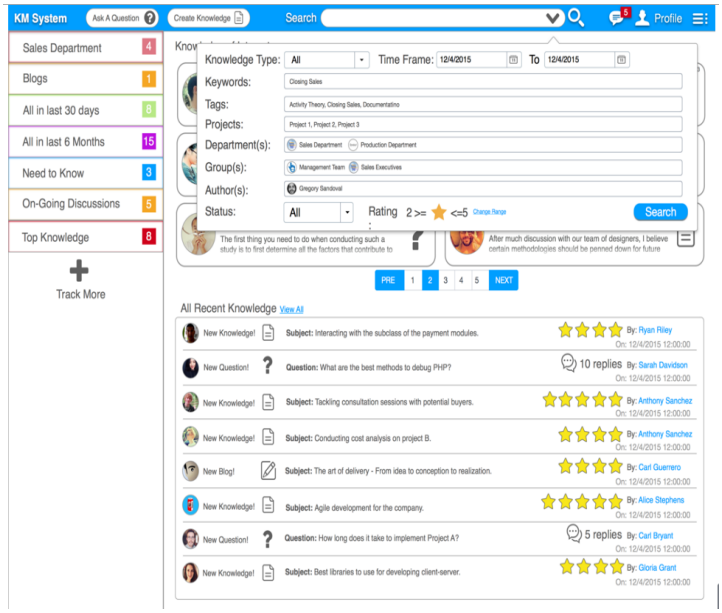
Sharma Management International

Knowledge Worker, Managers & Admin – Telling



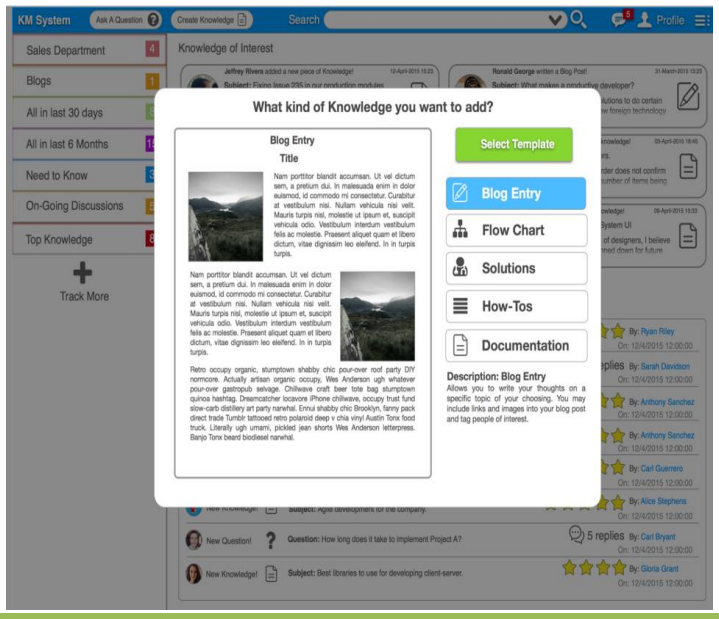
Sharma Management International

Knowledge Worker, Managers – Searching



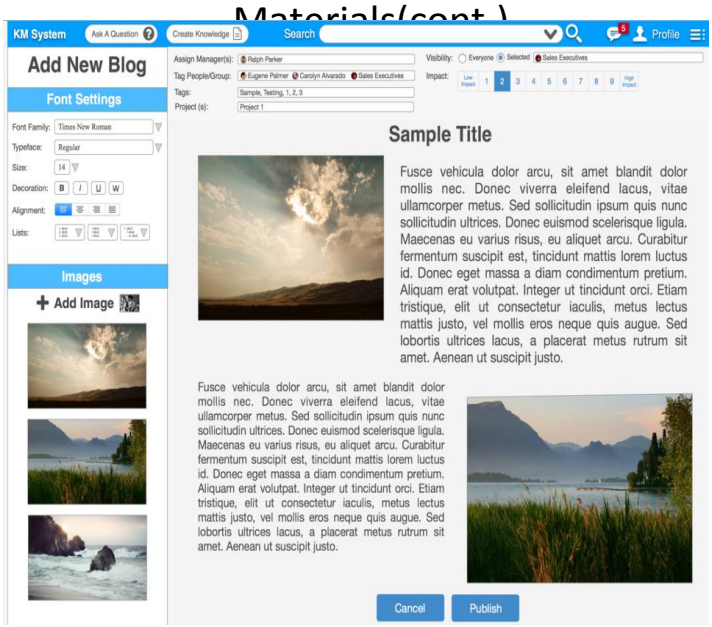
Sharma Management International

Knowledge Worker, Managers – Publishing Materials

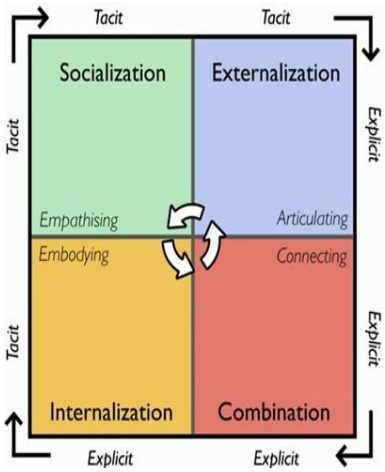


Sharma Management International

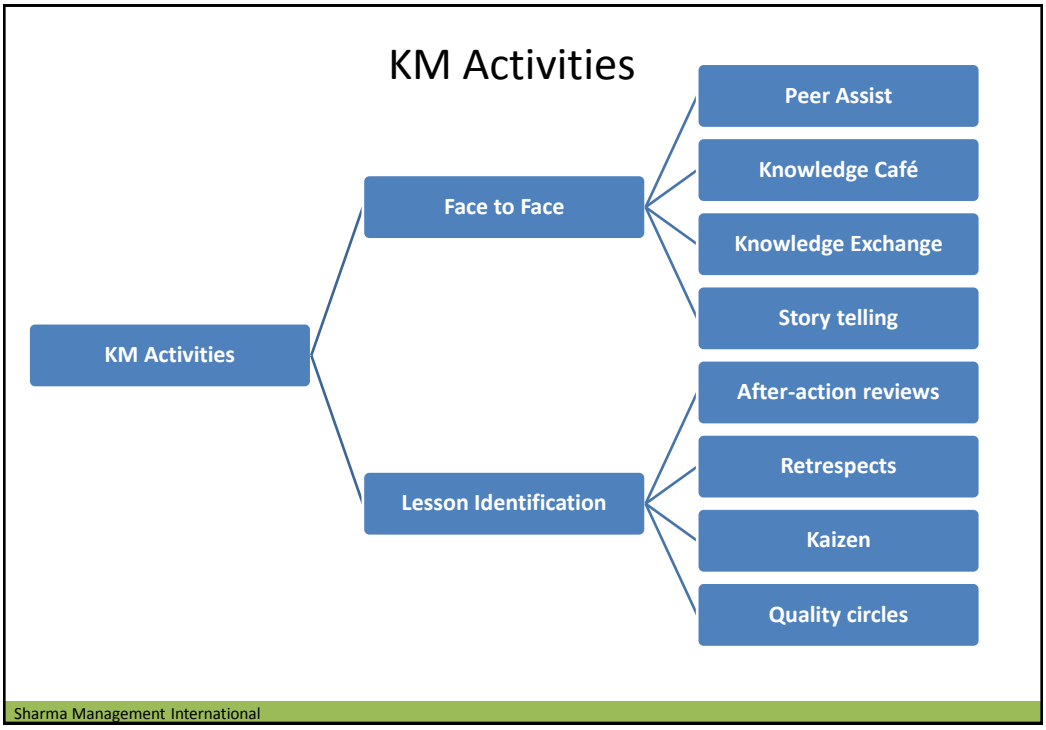
Knowledge Worker, Managers – Publishing Materials(cont.)



Knowledge Flow – SECI Model

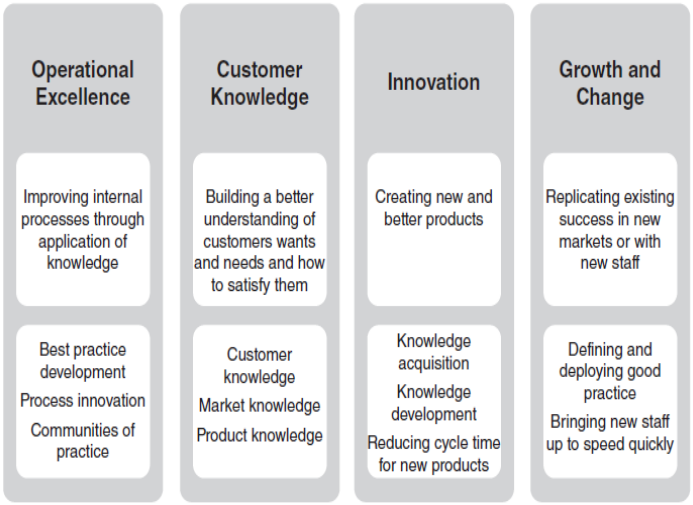


Nonaka & Takeuchi (1995)



KM Strategy & Implementation Plan

KM Business Focus Areas



Barnes, S., & Milton, N. (2015)

KM Business Focus Areas

Demogtaphic	Operational excellence	Customer knowledge	Innovation	Growth and Change
Aging workforce	Retention of operational knowledge to protect core operational capability	Retention of customer knowledge to protect core sales and relationships	Retention of innovative capability	Retention and deployment of operational and customer knowledge to protect core operational capability and sales relationships
Balanced workforce	Development and deployment of internal best practices and processes	Development and deployment of best knowledge of customers, market and product	Embedding Innovation processes, and creating diversity in teams	Development and deployment of internal best practices and processes as well as customer, market and product knowledge
Young workforce	Provision of basic and advanced operational knowledge to new and developing staff	Provision of basic and advanced product and customer knowledge to new and developing staff	Training in innovation, innovation processes, and creating as much diversity as possible in teams	Provision of basic and advanced operational, customer, and product knowledge to new and developing staff

Barnes, S., & Milton, N. (2015)

10 KM Strategic Principles

1. Implementation must be Organisation-Led
2. KM has to focus where critical knowledge lies & high value decisions are made
3. Implementation must be treated as behaviour change program
4. Introduce Complete Management Framework
5. Framework embedded to organisation structures

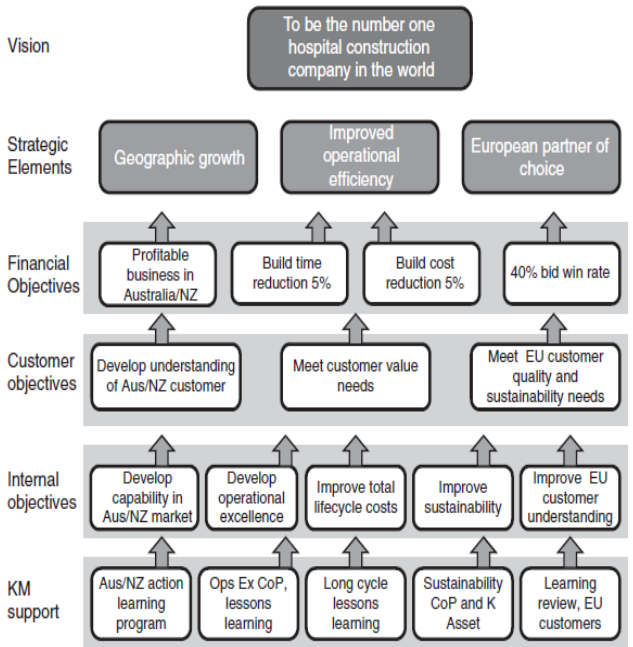
10 KM Strategic Principles

6. Framework has to include governance (for sustainability)
7. Framework must be structured
8. Implementation must be a staged process
9. Implementation must have a pilot run
10. Implementation must be treated as a project

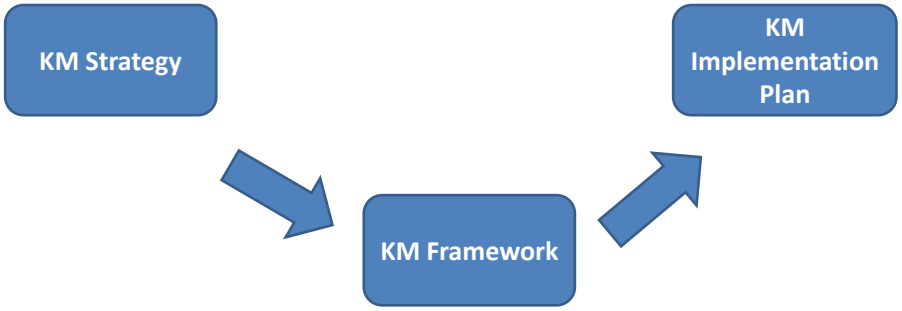
KM Strategy

1. Business Strategy
2. Business Activities
3. Critical Knowledge

- **Barnes, S., & Milton, N. (2015)**



KM Strategy, KM Framework & KM Implementation Plan



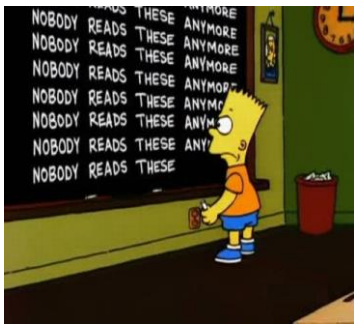
Building your own KM Strategy

1. What's your vision or goals?
2. Make a study on your processes
3. Stick to identified best practices found
4. Start Small first
5. Involve KM Experts

Atlas Vending KM Roadmap

Lessons Learnt in KM Implementatic

1. Lack of or NO KM Strategy in place.
2. KM Framework not customised for organisations strategic needs
3. No Core Team to promote capture and knowledge sharing
4. Resistance to change – change management not adopted leading to poor KM adoptoin.
5. KM tools does not support KM Strategy



Latest Development in KM

As part of the resource base of an organization, the revised **ISO 9001** emphasizes the importance of knowledge management in a new clause.

In **ISO 9001:2015, clause 7.1.5**, the organization is asked to identify, manage and make available all knowledge necessary to ensure process results which are in line with quality and conformity requirements. In addition, the accrued knowledge base should be taken into account if changes or trends occur (such as adjustments in customers requirements), and new or additional knowledge should be acquired.

Q & A

Reference

1. Gillingham, H., & Roberts, B. (2006). Implementing knowledge management: a practical approach. *Journal of Knowledge Management Practice*, *7*(1).
2. Vestal, B. (2002). Measuring Knowledge Management. *Symposium A Quarterly Journal In Modern Foreign Literatures*
3. Barnes, S., Milton, N. (2015) Designing a successful KM strategy : A Guide for the Knowledge Management Professional

Gurteen Knowledge Café

- People come together to have an *open, creative* conversation on a topic of mutual interest
- Done to *surface their collective knowledge*, to *share ideas* and to *gain a deeper understanding* of the issues involved.
- Ultimately the conversation *should lead to action* in the form of better decision-making and innovation.

How to conduct a Knowledge Café

- The facilitator takes 10-20 minutes (depending on whether the participants have experienced a café before or not) to introduce the café, making its purpose clear and posing the question
- A guest speaker can be used to introduce the theme of the café and pose the question, but their speaking time must be strictly limited

How to conduct a Knowledge Café

- Participants form into small groups of 4 or 5 to discuss the question for 30-60 minutes
- At the request of the facilitator, participants change groups normally three times so they
- have 3 conversations each about 10 – 20 minutes long
- After the small group conversations the whole group re-assembles in a circle to exchange
- ideas for 15-30 minutes

What is needed for a Knowledge Café

- A venue where people can be comfortable and relaxed, with tables and chairs to seat 4 or 5 people per table, preferably with refreshments
- A group of people – 16 to 32 people works best
- A facilitator to introduce and oversee the café a powerful question to spark the conversation
- Time - allow 1.5 to 2 hours
- No flip charts in the room ?

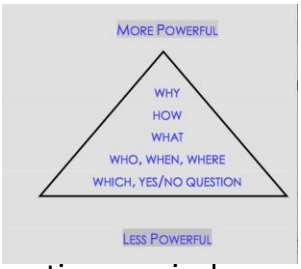
Value of Open, Creative Conversation

- Open, creative conversation *embraces dialogue* rather than debate.
- Rather than defending a position, strive for mutual understanding through a frank exchange of ideas or views. In particular:
  - suspend assumptions, do not judge
  - observe and listen to one another
  - welcome differences and explore them
  - allow taboo subjects to be raised safely
  - listen to your inner voice
  - slow the discussion
  - search for the underlying meaning

Facilitators Role

- Encourage full participation
- Don't take a lead in the discussions, rather wander around and listen into the groups
- Listen out for problems and remind people gently of the rules of 'dialogue'

Powerful Questions



- Construction
  - Why, How, What
  - Who, When, Where
  - Which, Yes/No Question
- Scope
  - Tailor and clarify scope of the question precisely as possible to keep it within the boundary and needs of the situation
- Assumptions
  - Minimize any assumptions that go with the way the question is formulated – "What we did wrong" vs "What went wrong"