Knowledge Management Introduction

Antoine Tawa

https://sites.google.com/site/akmreview/

201x

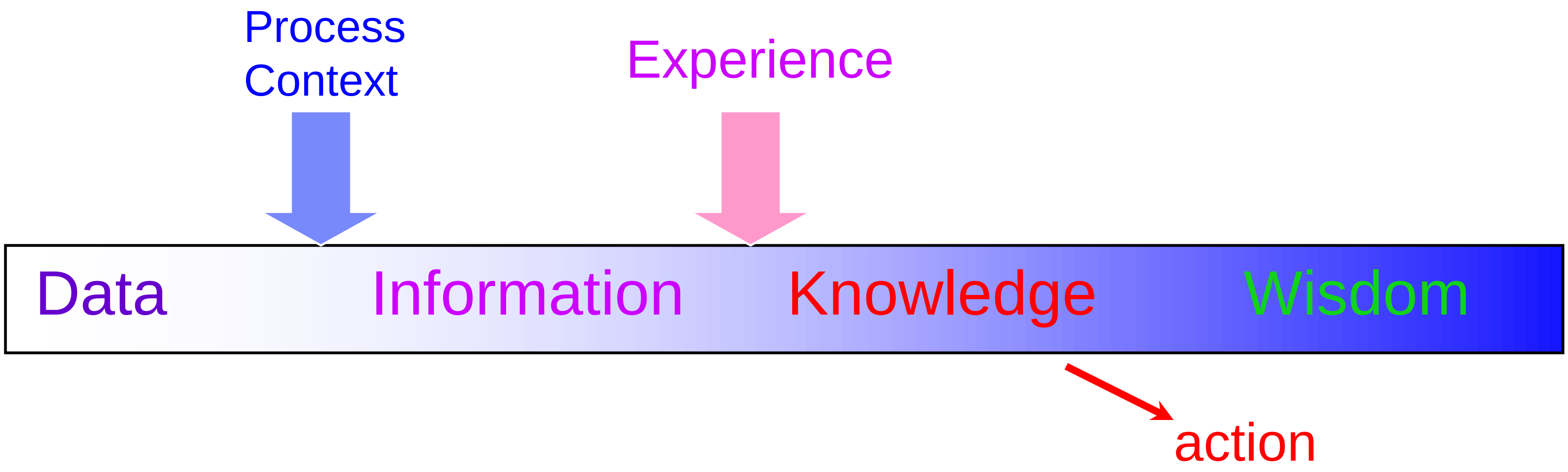
AGENDA

- **KM Concepts**
  - What is Knowledge?
  - What is Knowledge Management?

Lotus video on KM

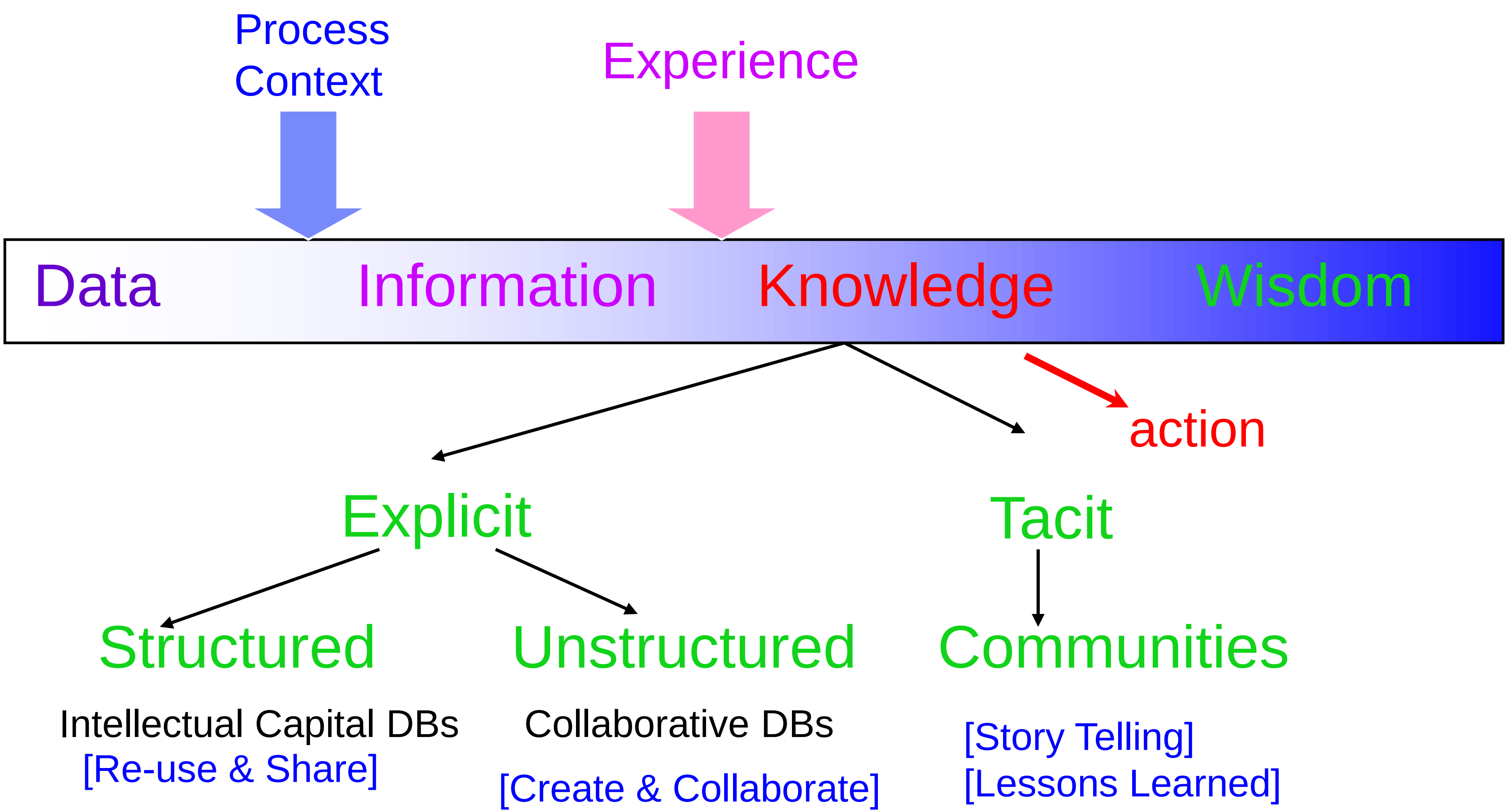
(web)

What is Knowledge ?



Knowledge is a fluid mix of framed experience, values, contextual information, and expert insight that provide a framework for evaluating and incorporating new experiences and information. It originates and is applied in the minds of knowers." (Davenport & Prusak).

What is Knowledge ?



Data, Information and Knowledge

Data are objective, quantifiable facts
Information is data with meaning – with a context
Knowledge is information with intrinsic value – implications or connections

For example,
"the lower the temperature means we need to order more fuel oil"
"the high stock price reflects the business in that market sector"

The addition of this dimension of value or relationship can only come from people.
It's people, through their experience and insight, who turn information into knowledge.
And it's knowledge that has the highest value to a company,
for knowledge leads to action.

- **Information** relates to description, definition, or perspective
  (what, who, when, where).

- **Knowledge** comprises strategy, practice, method, or approach
  (how).

- **Wisdom** embodies principle, insight, moral, or archetype
  (why).

  - Wisdom is the ability to optimally (effectively and efficiently) apply perceptions and knowledge to produce the desired results - .

Video

Data, Information and Knowledge by Nick Milton (Knoco)

(web)

Where to find Knowledge ?

Explicit

20%

Libraries

Portals

Tools Databases

Tacit

80%

Messaging

Broadcasting

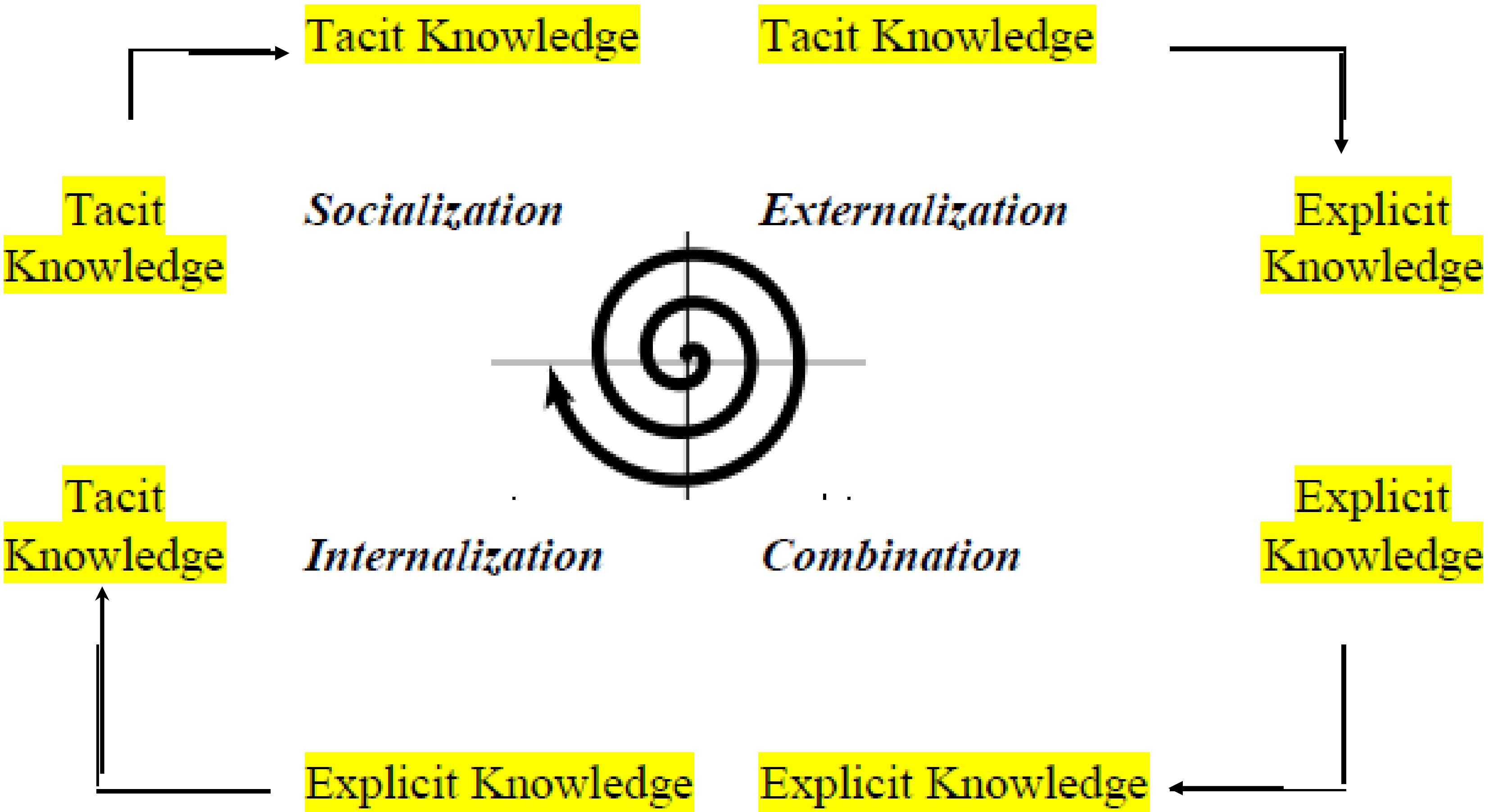
Expertise Locators

Networks

Best Practices

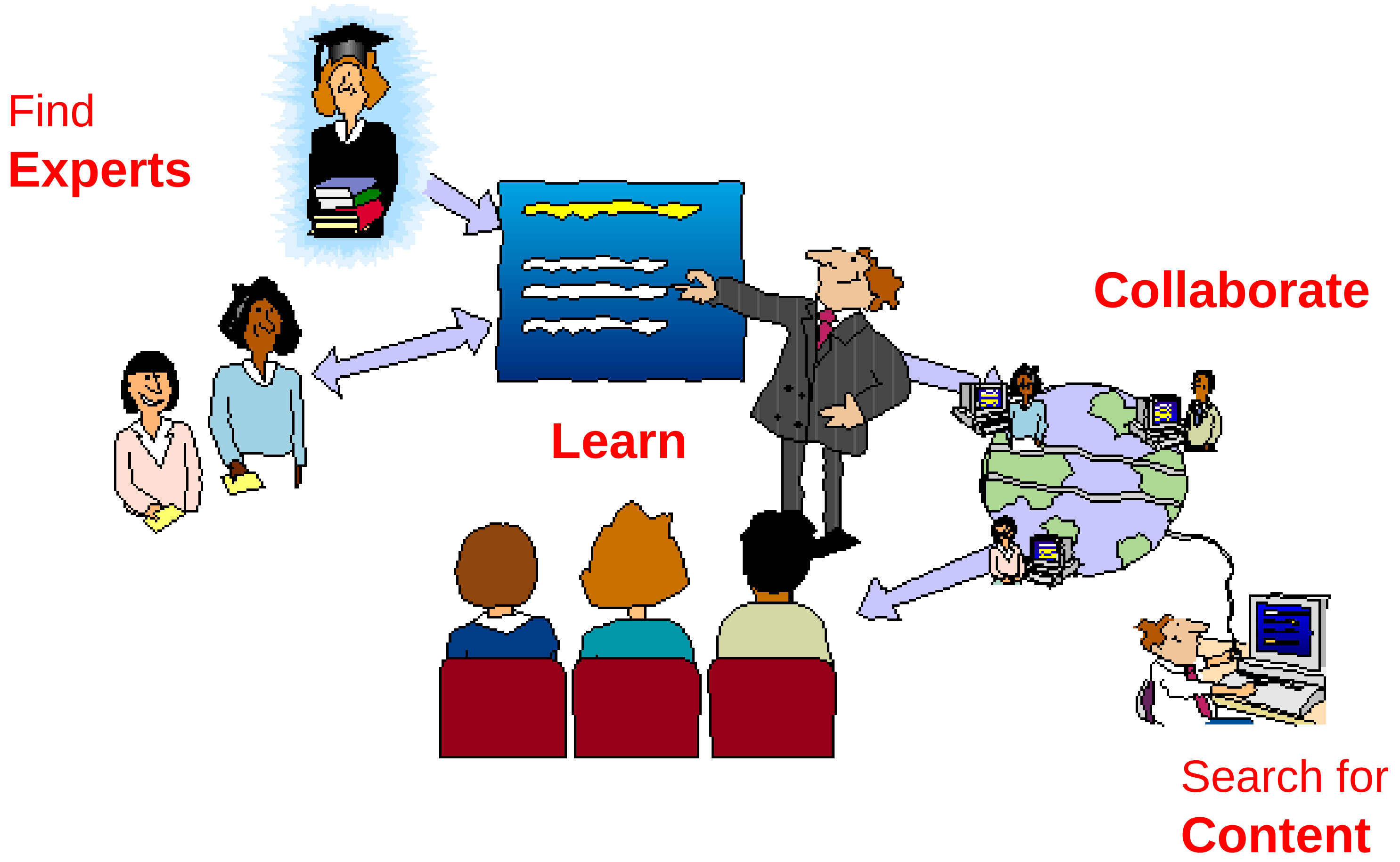
Communities

Nonaka's Four Modes of Knowledge Conversion



- the knowledge creating company
- (detailed)
- the conversion process

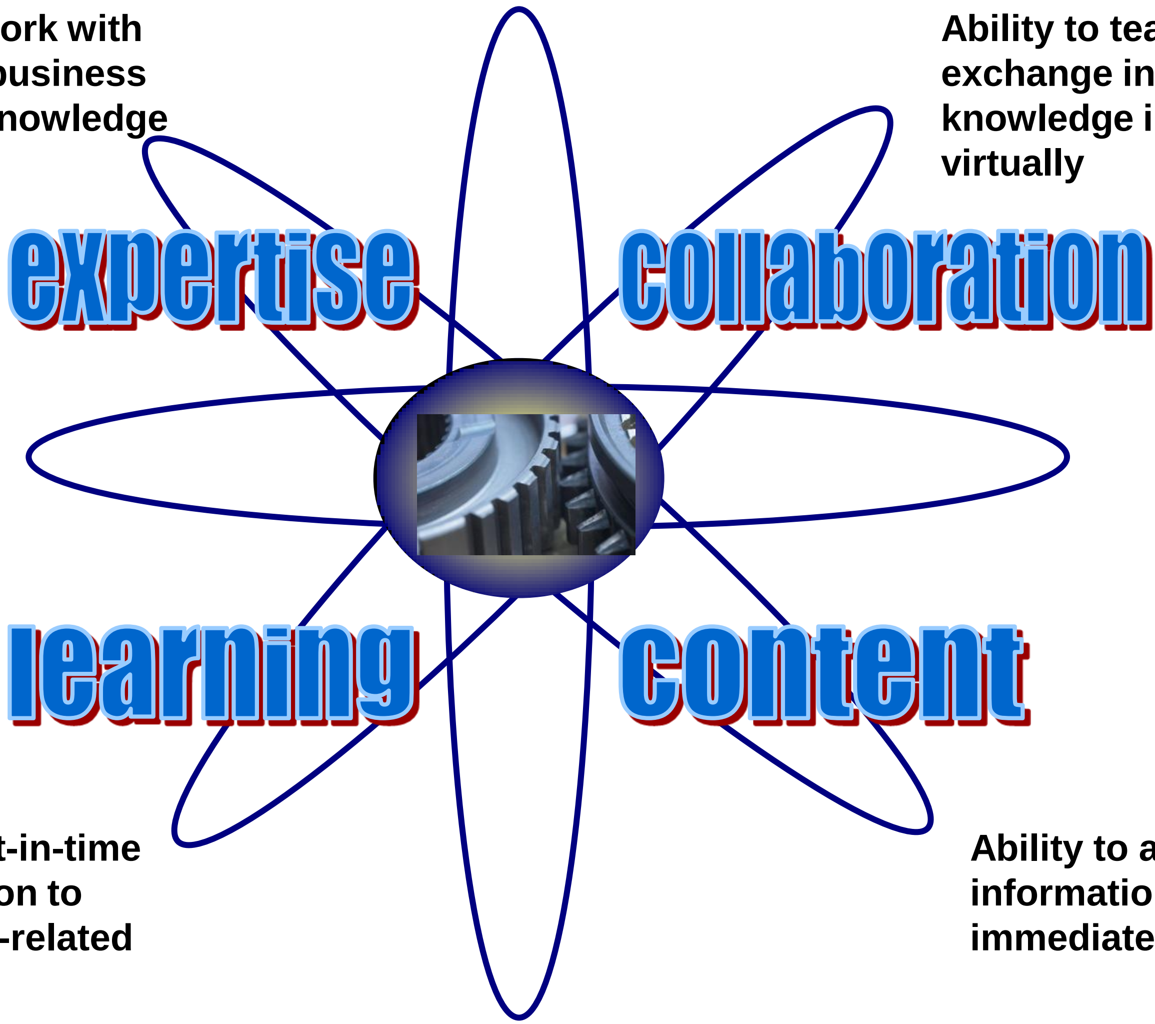
Knowledge Management Concepts



A robust knowledge management approach has many components

Ability to find and work with experts across the business and leverage their knowledge & experience

Ability to team, share and exchange information and knowledge instantly and virtually



Ability to receive just-in-time mentoring & education to develop career & job-related skill set

Ability to access pertinent information and knowledge immediately and easily

What is Knowledge Management ?

a disciplined approach to systematically leverage people's expertise & information to improve:

- **organizational efficiency,**
- **responsiveness,**
- **competency**
- **innovation**

by helping organizations know what they know

What is Knowledge Management? Videos

- David Gurteen (web)
- Nick Milton (web)

Definitions of KM (web)

What is knowledge management?

A discipline to develop fluid *connections* and *content* that help organizations know what they know

Three observations to keep in mind:

- Knowledge can only be volunteered; it cannot be conscripted
- We can always know more than we can tell, and we will always tell more than we can write down
- We only know what we know when we need to know it

Dave Snowden, 2002

Why is KM essential today ?

- **Business environment**
  - Globalization
  - Fierce Competition
- **Social environment**
  - Early Retirements
  - Mobility
- **Technology**
  - Collaboration Tools
  - Portals & Search engines

respond with flexibility and speed to any customer demand, market opportunity or external threat

Why people share?

Video: David Gurteen (web)

Game:

- what you know / what you wish to know
- what you want to teach / what you want to learn

The Knowledge Market

The Buyer

The Seller

The Broker

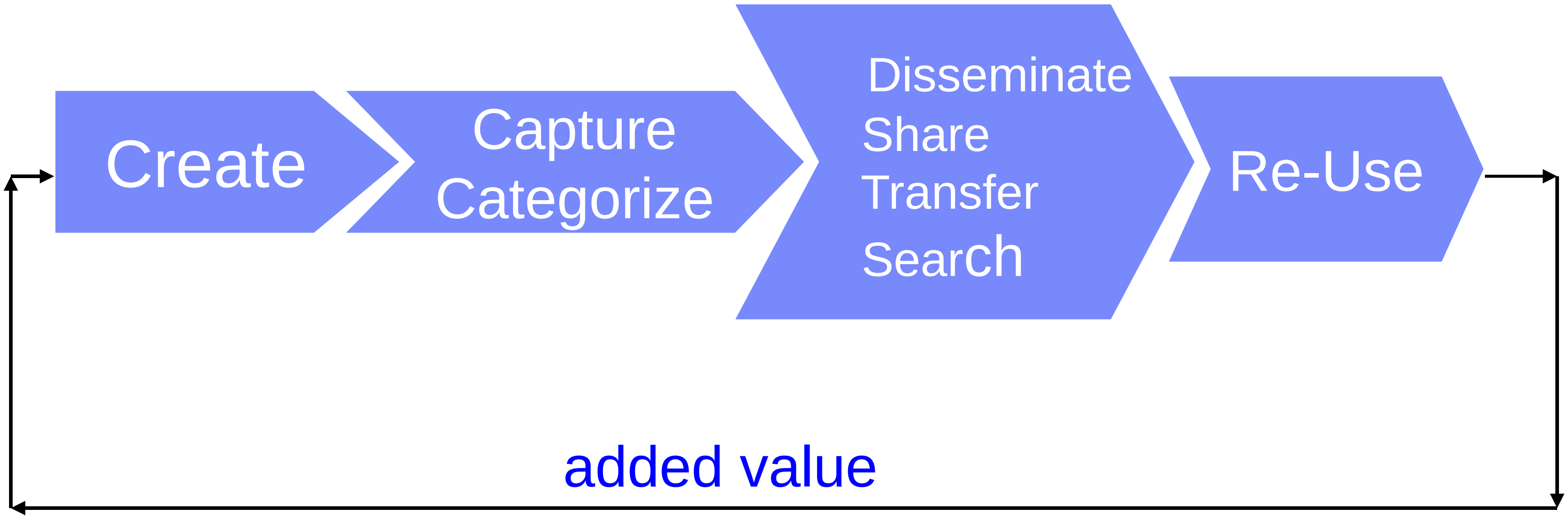
The Knowledge Market: the Price System

- ***Reciprocity***
- ***Repute***
- ***Altruism***
- ***Trust***

Knowledge Market Pathologies

- **Monopolies**
- **Artificial scarcity**

Phases of Knowledge Management



Managing Knowledge

- Generating Knowledge
- Capturing Knowledge
- Transferring Knowledge

Generating Knowledge

- **Acquisition**
  - “well stolen is half done”
- **Rental**
  - retain it too …
- **Dedicated Resources**
  - ex. Research Centers
- **Fusion**
  - a “creative chaos”
- **Adaptation**
  - instill a sense of crisis
- **Networks**

Capturing Knowledge

- **Codifying Explicit Knowledge: Taxonomy**

  Taxonomy is the practice and science of classification. Taxonomies, or taxonomic schemes, are composed of taxonomic units known as taxa (singular taxon), or kinds of things that are arranged frequently in a hierarchical structure, typically related by subtype-supertype relationships, also called parent-child relationships. (Wikipedia)

Capturing Knowledge

- **Knowledge Mapping**

  A Knowledge Map points to knowledge but does not contain it. It is a guide not a repository.

  The information needed to create a knowledge map often already exists in organizations but it is usually fragmented and undocumented.

  A Knowledge Map can refer to documents and structured knowledge, to people or to both

Capturing Knowledge

- **Capturing Tacit Knowledge: Story Telling**

  The Value of Narratives: a good story is often the best way to convey meaningful knowledge.

  A story embodies experience and apply it to future expectations

Knowledge Transfer

In a knowledge-driven economy, talk is real work

Transfer = Transmission + Absorption (and use)

Velocity & Viscosity

Velocity — the speed with which knowledge moves through an organization.
Viscosity — the richness or thickness of the knowledge transferred

The Culture of Knowledge Transfer

- Build relationships and trust through face-to-face meetings
- Create common ground through education, discussion, publications, teaming, job rotation,
- Establish times and places for knowledge transfers: fairs, talk rooms, conference reports
- Evaluate performance and provide incentives based on sharing
- Educate employees for flexibility: provide time for learning; hire for openness to ideas
- Encourage non-hierarchical approach to knowledge; quality of ideas more important than status of source
- Accept and reward creative errors and collaboration; no loss of status from not knowing everything

Some barriers to Knowledge transfer

1. Nobody really knows what knowledge is most valuable, and what is most at risk, and what the scale of the organizational risk actually is

2. The experienced technicians are too busy to be involved

3. The experienced technicians do not have the skills to document or teach or mentor

4. The people who need to acquire and re-use the knowledge do not have the skills to gather knowledge

5. You document loads of stuff, but nobody is interested in reading or using it

Knowledge Culture: Nick Milton video

(web)

KM Components

People Places & Things

People	Places	Things
Colleagues, Customers, Partners	Workplaces	Content

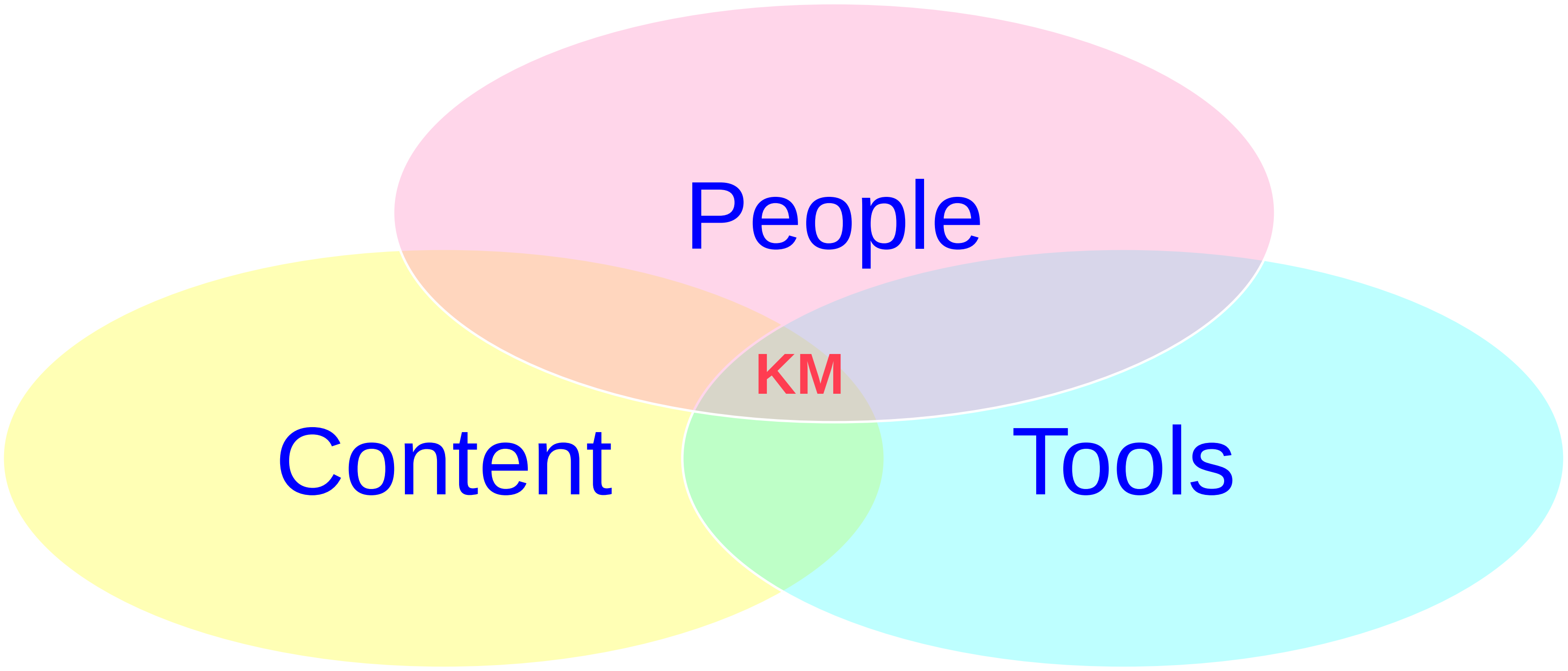
Skills & Expertise

SIRCL (HP) (web)

[People Process and Technology by Nick Milton (video)]

[(web)]

Three Knowledge Management Pilars



People

- **Awareness**
- **Motivation**
- **Incentives**
- **Expertise sharing**
- **Knowledge creation**

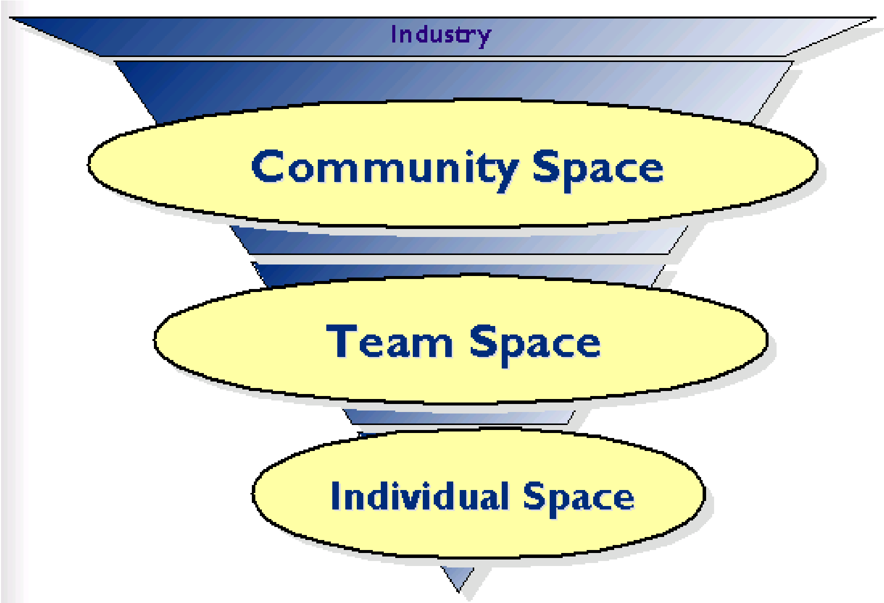
→ KM enablement through people

Content

Two ways to find the right information

- **Search engine (needle in haystack)**
- **Structured RoadMap (role/activity based)**

➔Content Management & Governance, Taxonomy



Portals, Corporate sites

TeamRooms, Document Libraries

MailBox, Workstation folders,…

Tools

Main Focus:

- *Infrastructure*
- *Convergence & Commonality*
- *Search Engines*
- *Expertise Locators*
- *Adaptive Portals*

The use of roles in the evolution of portals

increasing levels of personalization & dynamic content

Adaptive Workplace
Role-based

Functionality and content is incorporated and delivered via a business process being executed by a role, cross enterprise

Virtual Workplace
e-workplace

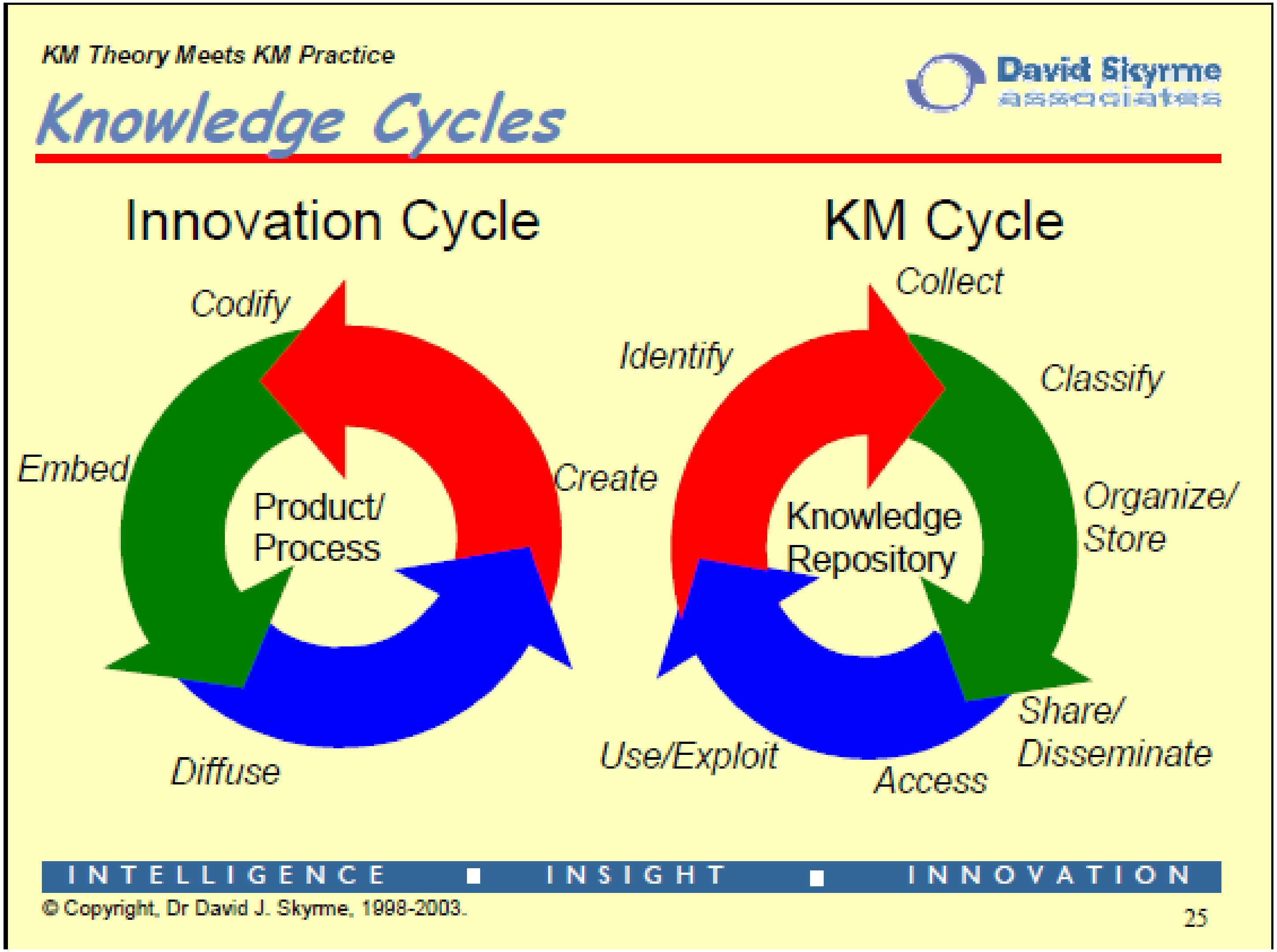
Governance cross- enterprise supports the audience based taxonomy & standardizes content mgt. to provide a context at the site for work to be done

Aggregation Portals
audience

Focused on bringing content from across the organization to an audience segment via personalization

Access Portals
departmental

Core building block site owned & maintained by the unit that may provide links to other information & resources


KM Theory Meets KM Practice
David Skyrme associates
Knowledge Cycles
Innovation Cycle
KM Cycle
Codify
Embed
Product/
Process
Create
Diffuse
Identify
Collect
Classify
Organize/
Store
Knowledge
Repository
Share/
Disseminate
Access
Use/Exploit
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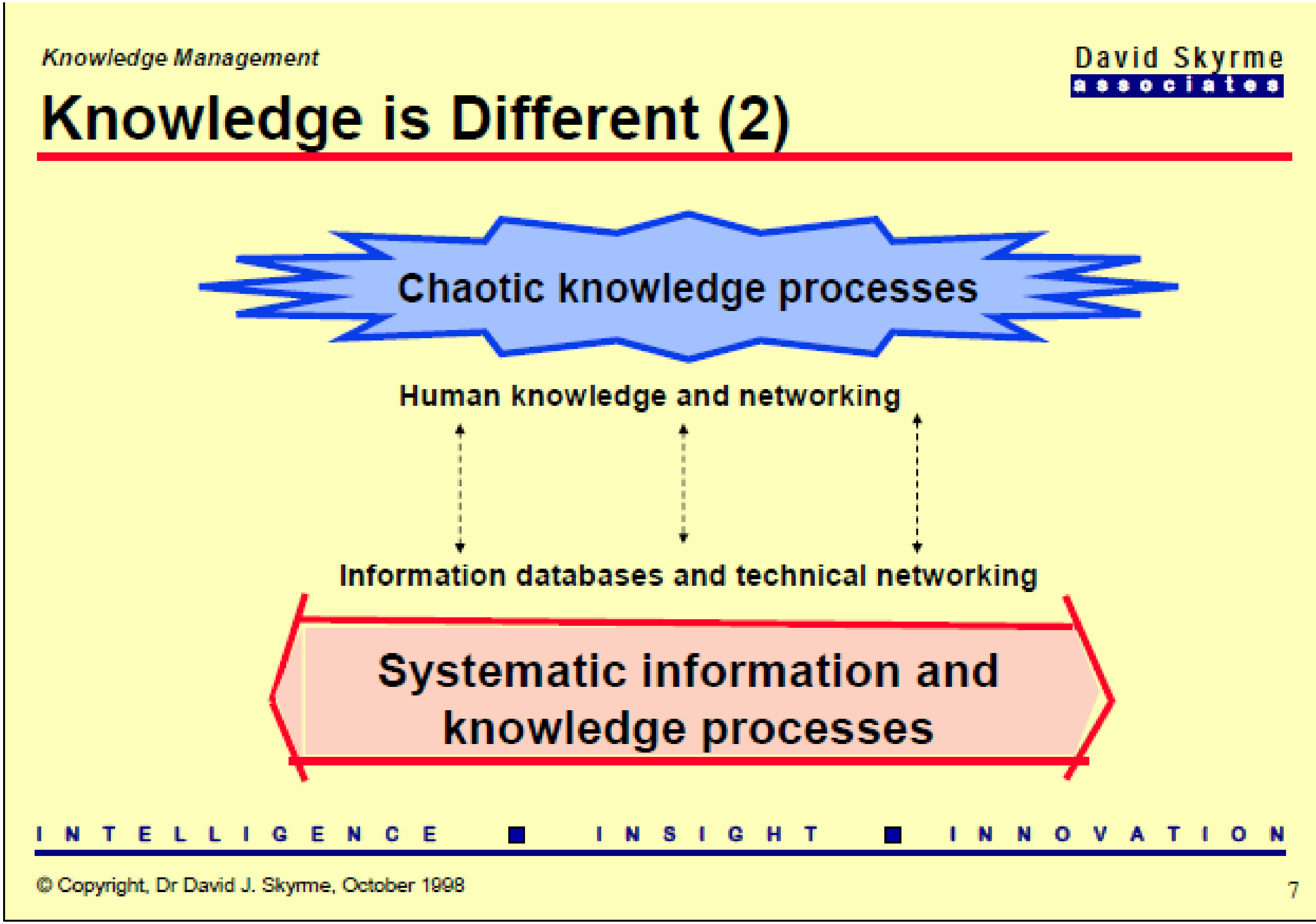
Knowledge Management
David Skyrme associates
Knowledge is Different (2)
Chaotic knowledge processes
Human knowledge and networking
Information databases and technical networking
Systematic information and knowledge processes
INTELLIGENCE ■ INSIGHT ■ INNOVATION
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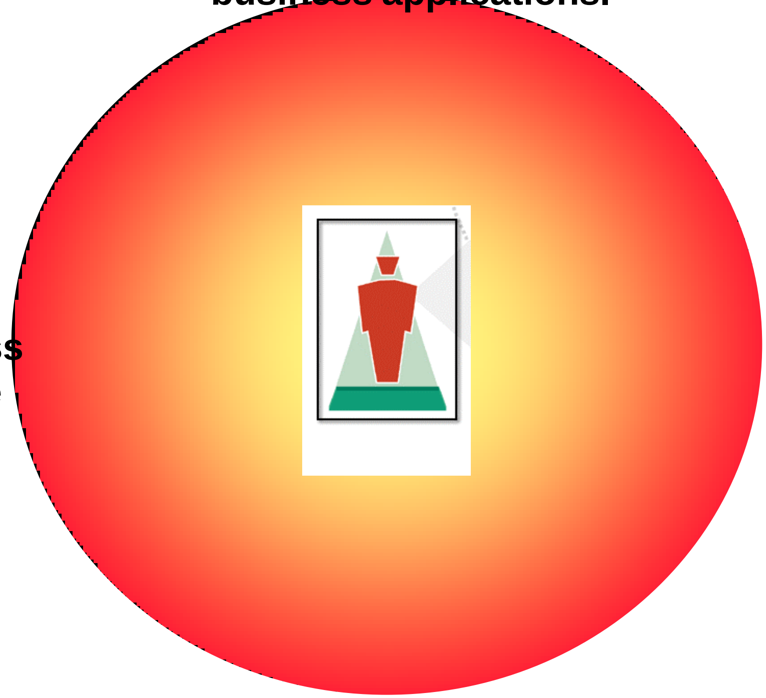
The goal of KM efforts is to enable employees to connect to customers, business and each other… effectively & efficiently

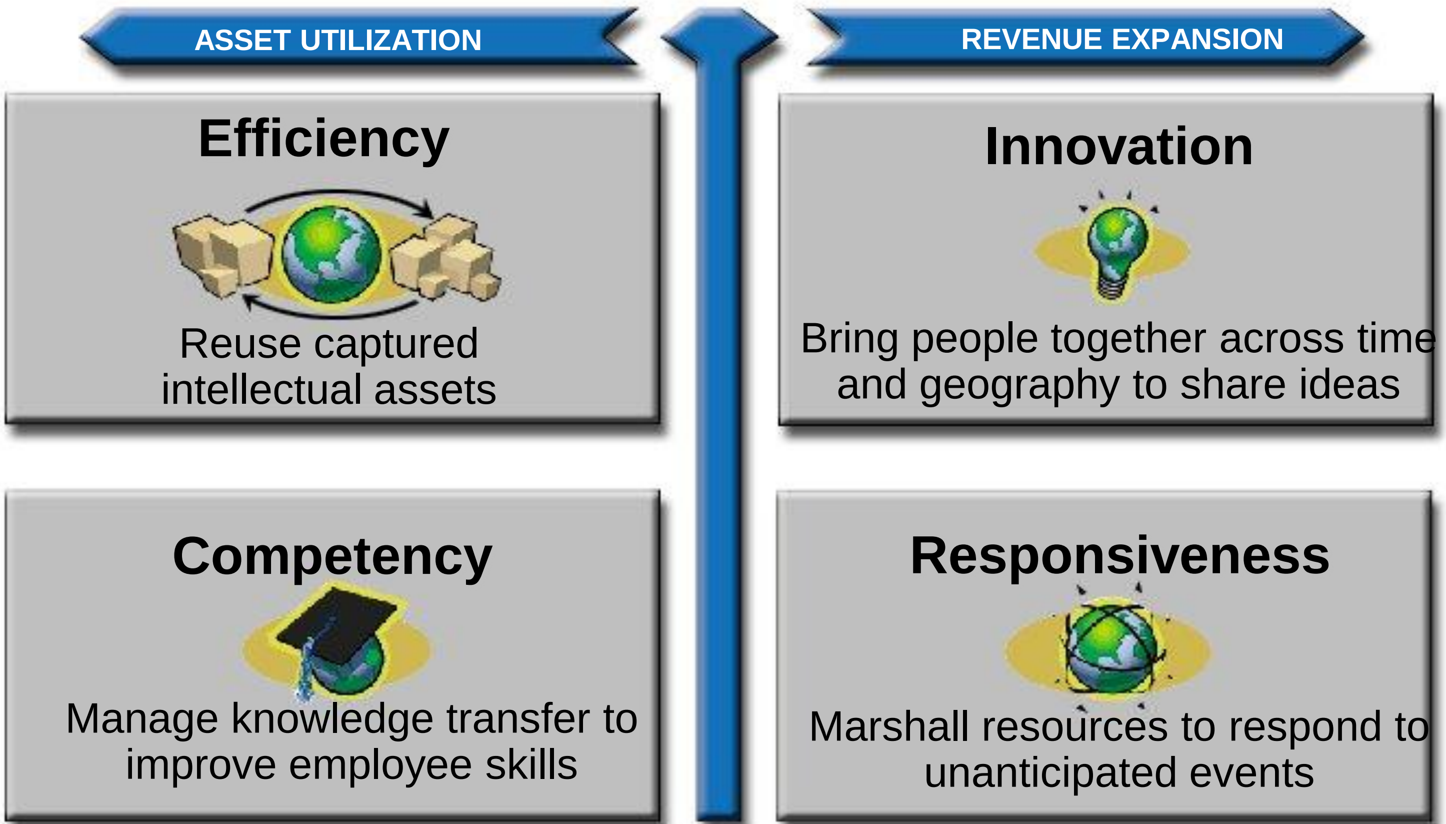
Employee to Work
Job role specific function that connects to work activities. Includes access to project/team spaces and business applications.

Employee to Employee
Connections between employees including access to communities, expertise and collaboration

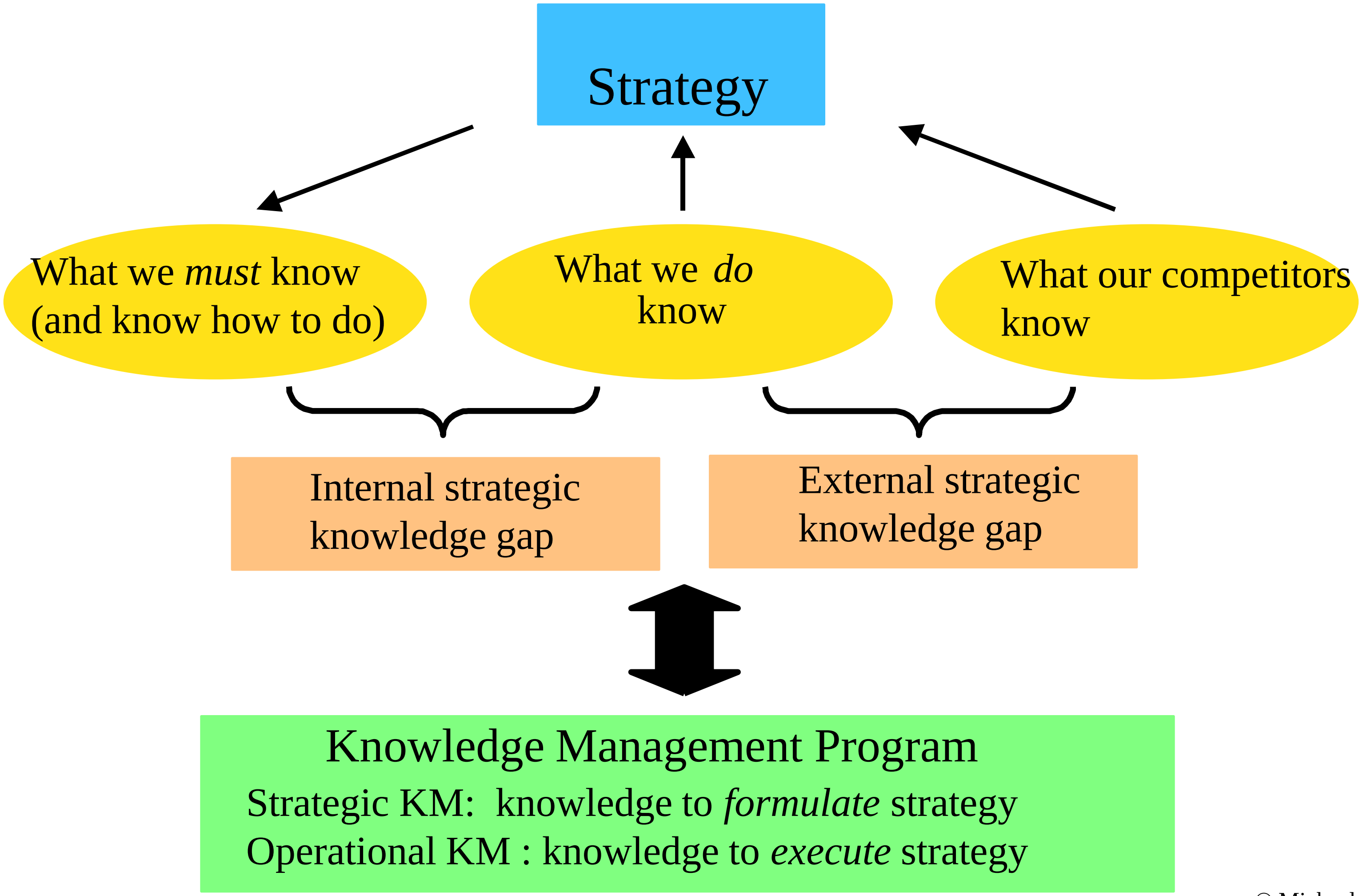


Employee to External
Connections to partners, suppliers, customers and external knowledge bases

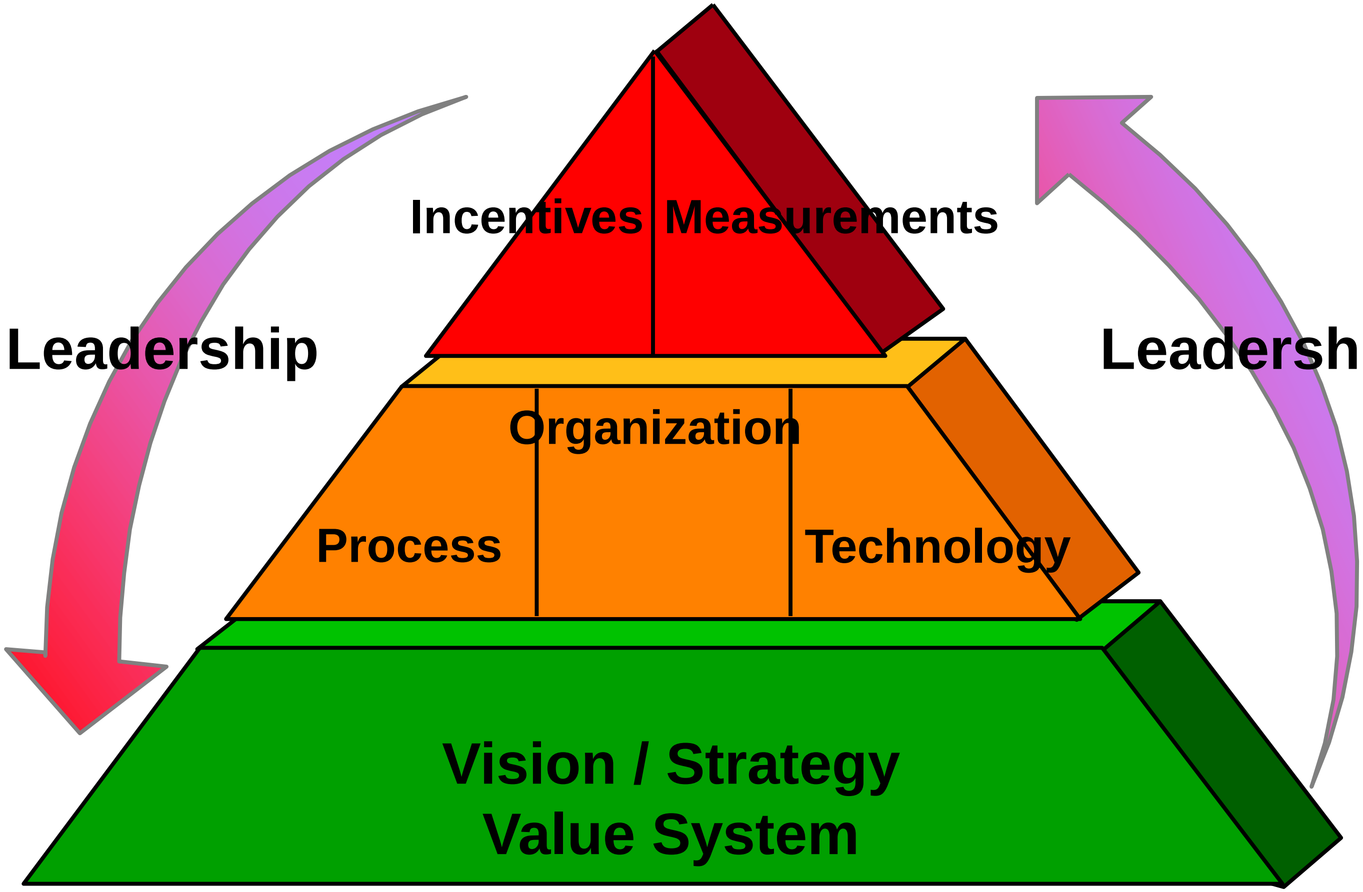
Employee to Corporate
Connections to information and processes like Corporate Communications, Finance and Human Resources


ASSET UTILIZATION
REVENUE EXPANSION
Efficiency
Reuse captured intellectual assets
Innovation
Bring people together across time and geography to share ideas
Competency
Manage knowledge transfer to improve employee skills
Responsiveness
Marshall resources to respond to unanticipated events

Knowledge management must be driven from the business strategy



All KM initiatives should be addressed through the context of a business transformation framework



Reasons for embracing Knowledge Management

- ***"In the emerging economy, a firm's only advantage is its ability to leverage and utilize its knowledge."*** Larry Prusak
  Executive Director of the
  IBM Institute for Knowledge-Based Organizations (IKO)

- ***"Knowledge management is more of a strategy supported by technology that can show a quantifiable, and sometimes substantial, return on investment."*** From The Knowledge Management Payback
  by Greg MacSweeney

- ***"The best single lesson I ever learned was to maximize the intellect of the company. You need to gather the knowledge of individuals, share those ideas and celebrate the sharing. That, in the end, is how a company becomes great."*** Jack Welch
  Former Chairman and CEO of General Electric,
  1981-2001

The key to competitive advantage is Knowledge Management (KM), where synergy is achieved by effectively integrating:

People, Processes, and Technology

Listen and read

- An Anecdote: personal ROK

(web)

- The unknown

(web)