Knowledge Management

Knowledge Management

- Definitions
- Do you really need KM?
- Do you need a CKO?
- What’s the strategy?
- Types of knowledge management systems
- Organizational changes to expect
- KM software tools

Two Kinds of Knowledge

Knowledge is intangible, dynamic, and difficult to measure, but without it no organization can survive.

- Tacit: or unarticulated knowledge is more personal, experiential, context specific, and hard to formalize; is difficult to communicate or share with others; and is generally in the heads of individuals and teams.
- Explicit: explicit knowledge can easily be written down and codified.

Knowledge Management

The move from an industrially-based economy to a knowledge or information-based one in the 21st Century demands a top-notch knowledge management system to secure a competitive edge and a capacity for learning.

Knowledge Management

- The new source of wealth is knowledge, and not labor, land, or financial capital. It is the intangible, intellectual assets that must be managed.

- The key challenge of the knowledge-based economy is to foster innovation.

The Knowledge Economy

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The Knowledge Economy

For several decades the world's best-known forecasters of societal change have predicted the emergence of a new economy in which brainpower, not machine power, is the critical resource. But the future has already turned into the present, and the era of knowledge has arrived.

--"The Learning Organization," Economist Intelligence Unit

The Knowledge Economy

The knowledge economy rests on three pillars:

- The role that knowledge plays in transactions: it is what is being bought and sold; both the raw materials and the finished goods
- The concurrent rise in importance of knowledge assets, which transform and add value to knowledge products
- The emergence of ways to manage these materials and assets, or KM

Definitions

- Designing and installing techniques and processes to create, protect, and use known knowledge.
- Designing and creating environments and activities to discover and release knowledge that is not known, or tacit knowledge.
- Articulating the purpose and nature of managing knowledge as a resource and embodying it in other initiatives and programs.

Do You Really Need KM?

- Competitive success will be based on how strategically intellectual capital is managed
- Capturing the knowledge residing in the minds of employees so that it can be easily shared across the enterprise
- Leveraging organizational knowledge is emerging as the solution to an increasingly fragmented and globally-dispersed workplace

Do You Really Need KM?

- If your department wants to stop constantly reengineering and downsizing: talented people are assets to be developed for a global 21st Century
- If you are interested in the Knowledge Grid
- If you understand that reuse of knowledge saves work, reduces communication costs, and allows a company to take on more projects

Organizational Knowledge: Why Is It Important?

- Knowledge can be embedded in processes, products, systems, and controls
- Knowledge can be accessed as it is needed from sources inside or outside the firm
- It is versatile and can be transferred formally, through training, or informally, by way of workplace socialization
- It is the essence of the competitive edge!

Does a KM System Need a Chief Knowledge Officer?

- Only if your organization is serious about implementing a knowledge management program
- Economic realities and and competitive edge factors play a large role

What’s the Strategy?

There are two very different knowledge management strategies:

- Codification Strategy
- Personalization Strategy

Knowledge Management Types

- Competency Management
- Knowledge Sharing
- Competitive Knowledge Management

For Successful Managing of Knowledge

Focus on five tasks:

- Generating knowledge
- Accessing knowledge
- Representing and embedding knowledge
- Facilitating knowledge
- Transferring knowledge

It is a process of instilling the culture and helping people find ways to share and utilize their collective knowledge.

Knowledge Management Enablers

- Leadership
- Knowledge champions, such as CKOs
- Culture
- Access
- Technology
- Learning Culture

More on the Importance of Corporate Culture

- Changing the culture is imperative.
- To create a climate in which employees volunteer their creativity and expertise, managers need to look beyond the traditional tools at their disposal: finding ways to build trust and develop fair process.
- That means getting the gatekeepers to facilitate the flow of information rather than hoard it.
- And offering rewards and incentives.

The Technological Divide

- Generating organizational knowledge invariably means converting the tacit knowledge of the individual into explicit knowledge accessible by all. Information technology is most effective when it enables this social process.
- Companies must think through their technological systems.
- Technology such as Intranets and advanced collaborative software have made Knowledge Management possible.

Organizational Changes

- Lines between departments and operating divisions blur
- Knowledge management efforts can completely collapse boundaries
- A knowledge management system cannot work through hierarchies
- Individual and team learning processes must become the true driver of organizational learning

Why KM? What's the Big Deal?

- By instituting a learning organization (KM-intensive), there is an increase in employee satisfaction due to greater personal development and empowerment.
- Keeps your employees longer and thereby, reduces the loss of intellectual capital from people leaving the company.
- Saves money by not reinventing the wheel for each new project.

Why KM? What's the Big Deal?

- Reduces costs by decreasing and achieving economies of scale in obtaining information from external providers.
- Increases productivity by making knowledge available more quickly and easily.
- Provides workers with a more democratic place to work by allowing everyone access to knowledge.

Why KM? What's the Big Deal?

- Learning faster with KM
- Learning faster to stay competitive
- KM software and technological infrastructures allow for global access to an organization's knowledge, at a keystroke

In Successful KM Programs

- Information is widely disseminated throughout the organization. Wherever it is needed, it is accessible.
- Accessible at a fast rate of speed.
- Virtual communities of practice share what is known in a global fashion, independent of time zones and other geographic limitations.
- Business boundaries are broad, and often virtual in nature.
- Collaboration to support continuous innovation and new knowledge creation.

Symptoms of KM Diffusion Challenges

- No internal learning communities
- Lack of psychological safety
- Lack of workplace trust
- Arrogance of people who believe they know everything, so why try?
- Lack of communication within an organization made evident by continually reinventing the same wheel
- Negativity and unrealistic expectations

KM and Future Planning

- Where are we going? What are we here for?
- People need awareness of the whole: in what direction is the organization going?
- To have a goal to reach in the future can provide great incentive for a KM initiative.
- Effective leveraging lies within an organization's capacity for rethinking and recreating. Scenario thinking can help us to see the blind spots, and help to create the future we want.

Sustainability of a KM Endeavor

There are three fundamental processes that sustain profound changes such as the introduction of a KM system:

- developing networks of committed people
- improving business results
- enhancing personal results

To achieve sustainability, there must be a focus on learning, and learning how to harness the learning capabilities that lead to innovation.

Sustainability of a KM Endeavor

- For significant change to lead to sustainability, hierarchical control must be put aside.
- The emergence and development of informal networks must be supported so that people can share their tacit knowledge and help one another.
- Managers need to surrender control.
- And mental models need to be examined.

KM Software Tools

- Globalserve
- Knowcorp
- Hyperknowledge
- MicroStrategy
- The Molloy Group
- KnowledgeX Inc.
- WebFarming.com
- Softlab Enabling Tools

Imagination

Excalibur Technologies

Imaging Solutions

Grapevine Technologies

Intraspect Software

Milagro: The Power of Imagination

Knowledge Management?

- The essence of knowledge management is understanding and valuing intangible assets over tangible
- Understanding that human and intellectual capital are the greatest resources
- Managing the skills and competencies that lie within an organization, and allowing them to blossom
- Allowing people to be the best that they can be; optimizing performance