United Nations
ESWA

Knowledge Management

Transforming Tele-centres into networked Knowledge Hubs.

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Content

- Objectives
- Definition of Knowledge
- Definition of Knowledge Management
- The Pillars of Knowledge Management
- Relevant Knowledge to Communities
- Building and Disseminating Knowledge
- Exercise
**Course Objectives**

Providing, developing, organizing, sharing and disseminating knowledge pertinent to targeted communities in key areas of sustainable development such as HR, education, gender and health.

**Your Objectives**

- Serve as a learning hub for the Community
- Serve as an information hub for the community
- Serve as a platform for the youth
- Preserve the language and the culture
- Make money by generating value (BI)
- Create more social cohesion
- Help in social and economical development
- Master Knowledge
The 3 Pillars of Power

- Basic Force
- Money – Financials
- Knowledge

"The only irreplaceable capital an organization possesses is the knowledge and ability of its people. The productivity of that capital depends on how effectively people share their competence with those who can use it" - Andrew Carnegie

The Bermuda Triangle

Knowledge

Virtualization

Globalization

People & Organization

Technology & Networks

Strategy & Process
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What Is Knowledge?

Knowledge is defined (Oxford English Dictionary) variously as:

- Expertise, and skills acquired through experience or education
- The theoretical or practical understanding of a subject
- What is known in a particular field or in total
- Facts and Information
- Awareness or familiarity gained by experience of a fact or situation
- Plato's formulation of knowledge as Justified True Belief
What is Knowledge?

Knowledge is very different from information. Some describe it as the combination of information, experience and judgment, adding value to information, creating relationships and logic that allows to apply it to good use, take the right decisions and make good choice.

There is however no single agreed definition of knowledge presently, nor any prospect of one, and there remain numerous competing theories.

Knowledge Pyramid

- **Data**: Codifiable, Explicit, Easily transferable
- **Information**: Contextual, Tacit, Transfer needs Learning
- **Knowledge**: Human, Judgmental
- **Wisdom**: Contextual, Tacit
- **Intelligence**: Human, Judgmental

Exercise: Data.xls
Knowledge Pyramid

Tacit, Explicit Knowledge

It is important to note that knowledge encompasses both tacit knowledge (in people's heads) and explicit knowledge (codified and expressed as information in databases, documents etc.). A good knowledge program will address the processes of knowledge development and transfer for both these basic forms.

- **Explicit** - Surfacing assumptions; codifying that which is known
- **Systematic** - Leaving things to serendipity will not achieve the benefits
- **Vital Knowledge** - You need to focus; you don't have unlimited resources
- **Processes** - Knowledge management is a set of activities with its own tools and techniques
Knowledge Capture

Knowledge acquisition involves complex cognitive processes:

- Perception
- Learning
- Communication
- Association and
- Reasoning

The term knowledge is also used to mean the confident understanding of a subject with the ability to use it for a specific purpose if appropriate.

Knowledge Flow

External Environment

Tacit Knowledge

Knowledge Creation

Insights

Learn

Knowledge Absorption

Rapid Conversion

Embedded Knowledge

- Products
- Processes etc.

Explicit Knowledge

Codification

Knowledge Base
Examples of Knowledge Business

- Theater
- Music
- Arts
- Journalism
- Education
- Software
- Digital Content
- Movie making

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What is Knowledge Management?

Knowledge management is the *explicit* and *systematic* management of *vital knowledge* and its associated *processes* of creating, gathering, organizing, diffusion, use and exploitation. It requires turning personal knowledge into community knowledge than can be widely shared throughout an organization and appropriately applied. *David Skyrme.*

KM a cross disciplinary domain

Transform Tele-Centers into hubs of knowledge:

- Knowledge Teams - multi-disciplinary, cross-functional
- Knowledge *(Data)*bases - experts, best practice
- Learning Activities - personal/team/org development
- Communities of Practice - peers in execution of work
- Technology Infrastructure – Portals, Intranets, Mail, EDM
- Management Initiatives - CKOs, IAM, IC accounting
- Yellow Pages
- Identify Quick Wins
- Conduct After Action Reviews (AAR) – Use Focus Groups
Knowledge Management (KM) comprises a range of practices used in an organisation to:

- Identify
- Create
- Represent
- Distribute and enable adoption of insights and experiences

Such insights and experiences comprise knowledge, either embodied in individuals or embedded in organisational processes or practice.

An established discipline since 1995, KM includes courses taught in:
- Business administration and Management
- Information systems
- Library and information sciences
- Information and media
- Computer science
- Public health, and Public policy

Many large companies and non-profit organisations have resources dedicated to internal KM efforts, often as a part of their departments of:

- Business Strategy
- Information Technology
- Human Resource Management
KM Organizational Objectives

KM efforts typically focus on organisational objectives such as:

- Improved performance
- Competitive advantage
- Innovation
- The sharing of lessons learned
- Continuous improvement of the organisation

KM efforts overlap with Organisational Learning, and may be distinguished from it by a greater focus on the management of knowledge as a strategic asset and a focus on encouraging the exchange of knowledge.

KM efforts can help individuals and groups to share valuable organisational insights:

- to reduce redundant work
- to avoid reinventing the wheel
- to reduce training time for new employees
- to retain intellectual capital as employees turnover
- to adapt to changing environments and markets

KM History

KM efforts have a long history, to include:

- On-the-job discussions
- Formal apprenticeship
- Discussion forums
- Corporate libraries
- Professional training and mentoring programs

With increased use of computers in the second half of the 20th century, specific adaptations of technologies have been introduced to further enhance such efforts:

- Knowledge bases
- Expert systems
- Knowledge repositories
- Group decision support systems
- Computer supported cooperative work
**KM Discipline**

A broad range of thoughts on the KM discipline exists with no unanimous agreement; approaches vary by author and school. As the discipline matures, academic debates have increased regarding both the theory and practice of KM, to include the following perspectives:

- **Techno-centric** with a focus on technology, ideally those that enhance knowledge sharing and creation
- **Organisational** with a focus on how an organisation can be designed to facilitate knowledge processes best
- **Ecological** with a focus on the interaction of people, identity, knowledge, and environmental factors as a complex adaptive system akin to a natural ecosystem

**KM Practices**

A wide variety of practices and processes are used in knowledge management. Some of the more common ones are shown in the table below:

<table>
<thead>
<tr>
<th>Creating and Discovering</th>
<th>Creativity Techniques</th>
<th>Data Mining</th>
<th>Text Mining</th>
<th>Environmental Scanning</th>
<th>Knowledge Elicitation</th>
<th>Business Simulation</th>
<th>Content Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sharing and Learning</td>
<td>Communities of Practice</td>
<td>Learning Networks</td>
<td>Sharing Best Practice</td>
<td>After Action Reviews</td>
<td>Structured Dialogue</td>
<td>Share Fairs</td>
<td>Cross Functional Teams</td>
</tr>
<tr>
<td>Organizing and Managing</td>
<td>Knowledge Centers</td>
<td>Expertise Profiling</td>
<td>Knowledge Mapping</td>
<td>Information Audits/Inventory</td>
<td>IRM - Information Resources Management</td>
<td>Measuring Intellectual Capital</td>
<td>Exercise au tableau</td>
</tr>
</tbody>
</table>
KM Core Components

Regardless of the school of thought, core components of KM include:

- People
- Processes
- Technology

Or

- Culture
- Structure
- Technology, depending on the specific perspective

Different KM schools of thought include various lenses through which KM can be viewed and explained, to include:

- Community of practice
- Social network analysis
- Intellectual capital
- Information theory
- Complexity science
- Constructivism

What do you gain from KM?

As an organization: Informed decision making, effectiveness and lower costs – providing better products and services in a shorter time with better quality, innovation

As a person: Informed decision making, increased competency, do more at less time with greater ease, be able to make the most of what’s available to you, avoid problems, expand your horizons, achieve richer life, fun and excitement (yes, knowledge can sometimes lead to happiness).
Knowledge Terms

Analysis, Artificial ignorance, Artificial intelligence, Barriers, Cataloging, Taxonomy, Classification, Communities of Interest, Culture, Data, Data Mining, Discussion Forum, Ideas, Ignorance, Information, Intellectual Capital, Knowledge, Tacit Knowledge, Explicit Knowledge, Knowledge Management Staff, Knowledge architect, Knowledge assets, Knowledge audit, Knowledge bridge, Knowledge creation, Knowledge flow, Knowledge facilitators, Know-how, Knowledge lens, Knowledge map (K-Map), Knowledge source, Knowledge owner, Knowledge use, Knowledge worker, Learning, Management, Metadata, Motivation, Personal Competence, Practices, Best practices, Local best practices, Industry best practices, Query, Relationships, Sharing, Storytelling, Technology, Thinking, Wisdom, Knowledge Terms

Knowledge Terms

The 4 Pillars of KM

- Leadership
- Organization
- Technology
- Learning

OR

- People
- Processes
- Culture
- Tools

Exercise

Leadership

The knowledge-driven organization needs leadership from the governing board, the chief executive and the management team. They will be the knowledge champions. At the same time, someone will have to assume the important new role of knowledge manager and it will be difficult to find the person who will fit the position profile. Colleges aren’t turning out knowledge management professionals just yet, although a few business programs are beginning to offer the course. Meanwhile, the new knowledge manager will likely be found in one of those old pigeonholes we hope to abolish.
Leadership

One answer to this dilemma might be the formation of the first network, made up of a blend of talented people from operations, human resources, education, communication, member services, marketing and information services. No one person possesses all that knowledge, but this little network would. Then the network coordinator could act as knowledge manager. That would not only provide a solution to the problem but demonstrate the very purpose of knowledge networking.

Leadership

- Leadership develops business
- Leadership develops operational strategies
- Leadership will help to survive and position for success in a dynamic Environment
- Those strategies determine vision, and must align KM with business tactics
- A successful KM requires a champion near the top of an organization who can provide the strong and dedicated leadership needed for cultural change
Organization

- The value of knowledge creation and collaboration should be intertwined throughout an enterprise.
- Operational processes must align with the KM framework and strategy, including all performance metrics and objectives.
- While operational needs dictate organizational alignment, a KM system must be designed to facilitate KM throughout the organization.
- Operational processes must be aligned with the new vision while redesigning the organization and identifying key levers of change, including roles and responsibilities.
- Introducing knowledge management requires organizational change, and KM inevitably acts as a catalyst to transform the organization’s culture.
- The increasing value placed on highly capable people, rising job complexity and the universal availability of information on the Internet are fundamental changes contributing to the move by organizations to leverage KM solutions.
- In order to begin changing the organization, knowledge management must be integrated into business processes.

Technology

- Capture and store
- Search and retrieve
- Send critical information to individuals or groups
- Structure and navigate
- Share and collaborate
- Synthesize
- Profile and personalize
- Solve or recommend
- Integrate with business applications
- Maintenance
Learning

- The best tools and processes alone will not achieve a KM strategy. Ultimately, people are responsible for using the tools and performing the operations.
- Creating organizational behavior that supports a KM strategy will continue long after the system is established.
- Organizational learning must be addressed with approaches such as increasing internal communications, promoting cross-functional teams and creating a learning community.
- Learning is an integral part of knowledge management. In this context, learning can be described as the acquisition of knowledge or a skill through study, experience or instruction.
- Enterprises must recognize that people operate and communicate through learning that includes the social processes of collaborating, sharing knowledge and building on each other’s ideas.
- Managers must recognize that knowledge resides in people, and knowledge creation occurs in the process of social interaction and learning.

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Knowledge Topics

- Beauty
- Careers
- Commercial
- Consumer Information
- Counseling
- Dating
- Education
- Horoscopes
- Humorous Advice
- Personal Pages
- Relationships
- Seniors
- Teen Advice
- Weddings
- Sexuality
- Health, Self Help
- Mental Health, Psychic Readings
- Support Groups
- Home, Family
- Reference: Ask an Expert
- Society: Law, Legal Information
- Society: Religion and Spirituality
- Culture, Tourism, Eco Tourism
- Agro Business
- Gastronomy
- Environment

Exercise

Community of Practice (CoP)

The concept of a community of practice (often abbreviated as CoP) refers to the process of social learning that occurs and shared socio-cultural practices that emerge and evolve when people who have common goals interact as they strive towards those goals.

People are the best conduits of information. Studies have shown that workers spend a third of their time looking for information and is five times more likely to turn to a coworker rather than an explicit source of information (book, manual, or database). Time is saved by conferring with members of a CoP. People have tacit knowledge which is not found in a book. For example, one person can share the best way to handle a situation based on his experiences, which may enable the other person to avoid mistakes and shorten the learning curve. In a CoP, members can openly discuss and brainstorm about a project which can lead to new capabilities. The type of information that is shared and learned in a CoP is boundless. (Dalkir, 2005)

The term Communities of Practice — though because of the words chosen for it, the term seems as though it stands just for shared practice — was created to refer to a larger whole. It is a common misconception that other types of communities are needed to refer to a different philosophical foundation. The theoretical foundation for the below-mentioned ‘community types’ all root in what has been described for Communities of Practice (see discussion of this article). However, it might serve a specific practical purpose to refer to a specific type of Community of Practice using more illustrative expressions such as:

- Communities of Action
- Communities of Circumstance
- Communities of Inquiry
- Communities of Interest
- Communities of Position
- Communities of Purpose
Community of Practice (CoP)

Communities of Practice offer a way to theorize tacit knowledge which can not easily be captured, codified and stored.

As people connect with each other they are able to share their expertise and learn from other members. Benefits include the following:

- Problem solving
- Developing new capabilities
- Leveraging best practices
- Standardizing practices
- Time savings
- Increase in talent
- Avoiding mistakes

People have tacit knowledge which is not found in a book.

Auditing Knowledge

Here are some of the basic questions of a knowledge audit:

- What does your organization know?
- What doesn’t it know?
- Who needs to know it?
- Who knows what?
- Are they inside or outside the organization?
- Do your leaders understand knowledge?
- The value of knowledge?
- Are they leading by example?
- Does your organization systematically organize and transfer knowledge internally?
- Is it systematically acquiring and sharing knowledge outside the organization?
- Are you creating new knowledge?
- Are you leveraging knowledge to benefit your members and the association?
- Do you measure or assign value to the knowledge asset?
- Is your work environment knowledge friendly?

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Knowledge management approach

Knowledge management programs typically have one or more of the following activities:

- Appointment of a knowledge leader - to promote the agenda, develop a framework
- Creation of knowledge teams - people from all disciplines to develop the methods and skills
- Development of knowledge bases - best practices, expertise directories, market intelligence etc.
- Intranet portal - a ‘one-stop-shop’ that gives access to explicit knowledge as well as connections to experts
- Establishing Knowledge centers as a focal points for knowledge skills and facilitating knowledge flow
- Knowledge sharing mechanisms - such as facilitated events that encourage greater sharing of knowledge than would normally take place
- Intellectual asset management - methods to identify and account for intellectual capital.
Knowledge Process

Chaotic knowledge processes

- Human knowledge and networking
- Information databases and technical networking
- Systematic information and knowledge processes

Knowledge Generation

Step 1: Problem
- What's wrong?
- Current Symptoms
- Disliked facts
- Preferred situation

Step 2: Analysis
- Symptoms into Categories
- Suggest causes
- What is lacking?
- Barriers to resolving problems

Step 3: Approaches
- Prescriptions
- Theoretical cures
- Generate ideas

Step 4: Action Ideas
- What might be done?
- Specific steps to solve problem

Circle Chart

Exercise
Conversion Process

- From Tacit
- Socialization
- Externalization
- Explicit
- Internalization
- Combination

Exercise

Knowledge Sharing

- Deciding why to share
- Deciding what to share
- Deciding with whom to share
- Deciding how to share
- Integrating Knowledge Sharing and Learning
- Providing Support to the Communities of Practice
Critical Success Factors

Several recurring critical success factors:

- **Knowledge Leadership**
  - a compelling vision actively promoted by senior management
- **Clear Business Benefits**
  - tracking success and developing new measures
- **Systematic Processes**
  - including knowledge mapping and IRM (Information Resources Management)
- **A Knowledge Sharing Culture**
  - teams that work across boundaries
- **Continuous Learning**
  - through pilots and learning networks
- **An effective ICT infrastructure**
  - groupware and other collaborative technologies, such as an intranet

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Exercise - Swimming

Exercise Homeless Sleeping
Exercise Hospital

Exercise The Shoes
Exercise WIKI

Thank You