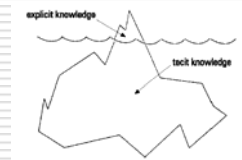


# Knowledge Management

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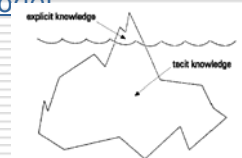
## Background information



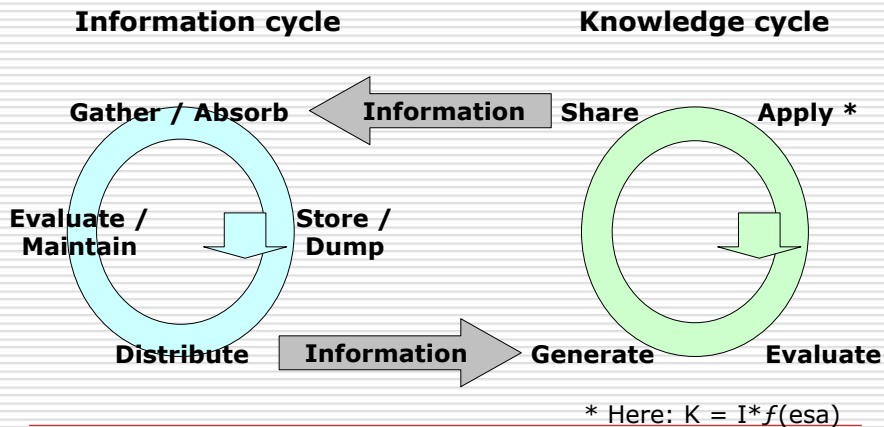
## Background information.

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- [Knowledge Management versus Information Management](#)
- [The primary process horizontal & vertical governance](#)
  - Some organizational cycles to setup
  - Some organizational issues
- Some instruments to use
  - [Instruments in relation to the KM model](#)
    - Determining the knowledge gap
    - Developing and buying knowledge
    - Knowledge sharing
    - Evaluating knowledge



# Knowledge Management versus Information Management 1.



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# Knowledge Management versus Information Management 2.

- |   |   |
|---|---|
| <p>□ <b>IM = process / operational</b></p> <ul style="list-style-type: none"> <li>■ Structured data</li> <li>■ Clear task repetition</li> <li>■ Low impact / activity</li> <li>■ Products, orders, bills, stock, requests, scheme's etc</li> <li>■ <b>Internal processes</b></li> <li>■ Structured administrative and logistic processes</li> <li>■ Administration, planning, data warehousing, EDI</li> <li>■ Emphasis on <b>data processing and task automation</b></li> <li>■ Formal info-exchange, management reports</li> <li>■ <b>Individual access</b> to organizational data</li> <li>■ Added value: <b>efficiency</b>, quality avoid mistakes</li> </ul> | <p>□ <b>KM = policy / managerial</b></p> <ul style="list-style-type: none"> <li>■ Unstructured processes</li> <li>■ Complex unique tasks</li> <li>■ <b>High impact</b> / activity</li> <li>■ Analysis, views, logic, conclusions, procedures, methods and techniques</li> <li>■ <b>External (f) actors</b> (competitor, market, politics)</li> <li>■ Management, policy, planning, design, research, sales</li> <li>■ DIS, multimedia, intra/internet</li> <li>■ Emphasis on <b>doc-info-systems Knowledge exchange</b></li> <li>■ Informal exchange of knowledge, information and advocacy, background information</li> <li>■ <b>Organization wide access to Knowledge of Individuals</b></li> <li>■ Added value: <b>effectively</b> policy, design quality, capitalize chances</li> </ul> |
|---|---|
- From KM-handbook Knowledge of Individuals

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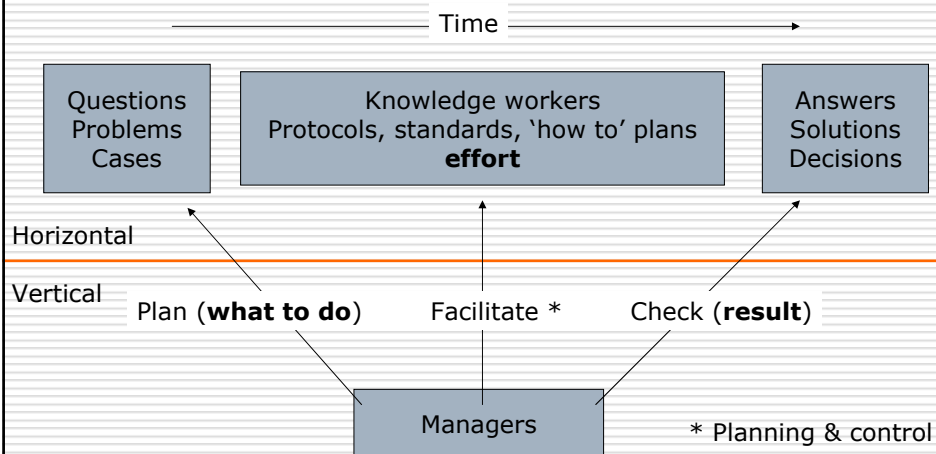
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# Knowledge Management versus Information Management 3.

- Data / information management
  - Processing large volumes of facts with little human interaction
  - Puts data into organized frameworks
  
- Knowledge Management
  - Requires human interaction – material must be organized to facilitate human access to it.
  - KM provides links between organized frameworks.

# Knowledge Management The primary process horizontal & vertical governance.



## Vertical governance: Some organizational cycles to setup:

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- Cycle 5 year plan Strategy / Business Plan
- Cycle year plan BP / plan money
- Planning, mid year and end year talks personnel
- Meetings MT / ICT group / sections
- Meetings / presentations Board / Sponsor / internal
- Annual reports (social, financial and content)
- Events to attend / present projects / score
- PR / press conferences / press releases

## Horizontal governance: Some organizational issues:

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- Quality assurance
- Workflow
- Peer review
- Community of Practice

# Background information

## Instruments in relation to the model.

Mission	Knowledge Needed	Available	Develop buying knowledge	Share	Apply	Evaluate knowledge					
Vision							Determining the knowledge gap	Developing and buying knowledge	Knowledge sharing	Evaluation knowledge	Do it
Goal											Hard
Strategy							Hard				
Culture							Hard				
Man. Style							Hard				
Personnel							Hard				
Structure							Easy				
Systems							\$				

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## Knowledge management instruments

### 1. Determining the knowledge gap.

- Develop knowledge information system.
- Organize meetings for knowledge sharing.
- Interview (knowledge-)workers.
- Search for best practices. Carry out knowledge mapping.
- Develop scenarios.
- Hire researchers and consultants.
- Carry out strategic studies. Develop an intranet.
- Install Internet. Detach personnel.
- Assess customers. Assess markets.
- Manage by walking around. Manage by wandering around.
- Assess product developments. Assess competition.
- Organize brainstorm sessions (for instance through using Group Systems).
- Draw up an inventory of personnel and their qualifications.
- Carry out case-studies into the own organization.

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# Knowledge management instruments

## 2. Developing and buying knowledge.

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- Carry out strategic technology study..
- Carry out R&D..
- Install electronic boardroom..
- Use external training..
- Use business intelligence..
- Install helpdesk..
- Carry out customer satisfaction research..
- Carry out market research..
- Draw up an inventory of the need for training and education of personnel, both strategically as well as personal.
- Develop training and education plan..
- Educate and train personnel..
- Learn from projects, for instance by evaluating them.

# Knowledge management instruments

## 2. Developing and buying knowledge.

---

- |   |                                    |
|---|------------------------------------|
| <input type="checkbox"/> Develop career paths for personnel.                  | Build a network of relations.      |
| <input type="checkbox"/> Give personnel time to develop ideas.                | Facilitate streams of information. |
| <input type="checkbox"/> Facilitate training-on-the-job.                      | Facilitate learning-by-doing.      |
| <input type="checkbox"/> Facilitate job rotation.                             | Create an open culture.            |
| <input type="checkbox"/> Send personnel to conferences.                       |                                    |
| <input type="checkbox"/> Give personnel time to read professional literature. |                                    |
| <input type="checkbox"/> Organize seminars with external speakers.            |                                    |
| <input type="checkbox"/> Obtain knowledge from customers.                     | Obtain knowledge from suppliers.   |
| <input type="checkbox"/> Organize mentorship in units.                        |                                    |
| <input type="checkbox"/> Organize mentorship between units.                   |                                    |
| <input type="checkbox"/> Look for traineeships.                               | Hire research and consultancy.     |
| <input type="checkbox"/> Organize detachments.                                | Install (virtual) suggestion box.  |
| <input type="checkbox"/> Buy knowledge and information hardware.              |                                    |
| <input type="checkbox"/> Monitor the environment (benchmarks).                | Manage networks.                   |

# Knowledge management instruments

## 3. Knowledge sharing.

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- Archive projects.
  - Install computer networks.
  - Make project- or fact-sheets.
  - Organize mentorship between units.
  - Install knowledge counter.
  - Organize task groups.
  - Stimulate teambuilding.
  - Install knowledge management system.
  - Appoint an information broker.
  - Debrief personnel.
  - Enhance communication between personnel (for instance by lunch break meetings).
  - Facilitate job rotation.
  - Install an intranet.
  - Use video conferencing.
  - Facilitate internal detachment.
  - Facilitate informal gatherings.
  - Facilitate culture of deliberation.
- Use intermission.
  - Stimulate cooperation.
  - Organize mentorship in units.
  - Look for traineeships.
  - Organize theme groups.
  - Organize work meetings.
  - Work with databases.
  - Carry out internal audits.
  - Install helpdesk.
  - Organize autonomous work groups.
  - Facilitate exchanging of tasks.
  - Use information technology.
  - Facilitate training-on-the-job.
  - Organize cocktail hours.
  - Install electronic networks.

# Knowledge management instruments

## 4. Evaluating knowledge.

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- Carry out internal audits.
- Carry out external audits.
- Carry out (informal) project evaluations.
- Interview suppliers.
- Interview customers.
- Carry out strategic studies.
- Organize workshops.
- Debrief leaving personnel.
- Use benchmarking.
- Read reports.
- Use handbooks.

Questions in knowledge management

Roelof P. uit Beijerse Journal of Knowledge Management Volume 3 Number 2 . 1999 . 94?09