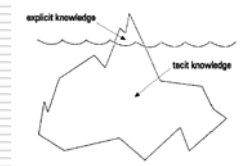


# Knowledge Management

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The Knowledge Management Model by  
[M. Weggeman](#)



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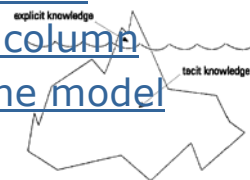
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## The Knowledge Management Model.

---

- [Explanation of the model: overview](#)
  - [Mission, Vision and Goal \(s\)](#)
  - [Description knowledge value chain](#)
  - [Close the loop](#)
- [Organisational Design Variables](#)
- [Knowledge Value Chain by column](#)
- [Organizational context of the model](#)

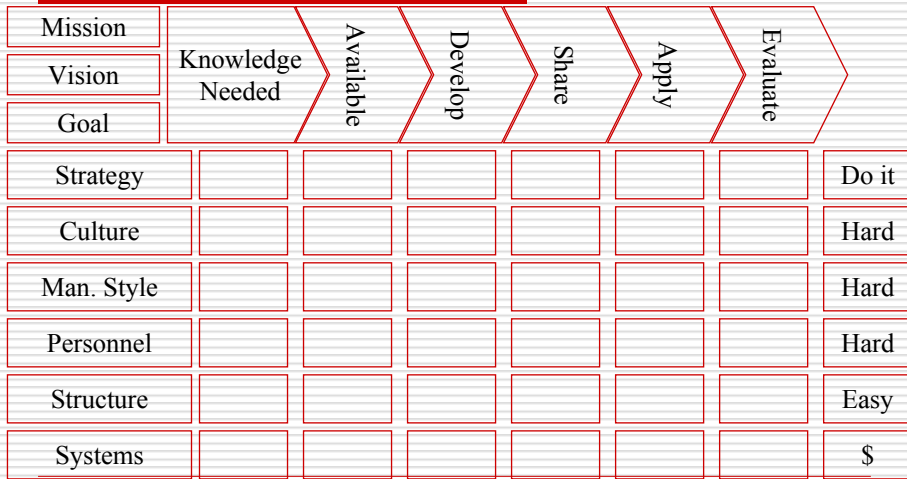


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# The Knowledge Management Model: Explanation of the Model: overview.

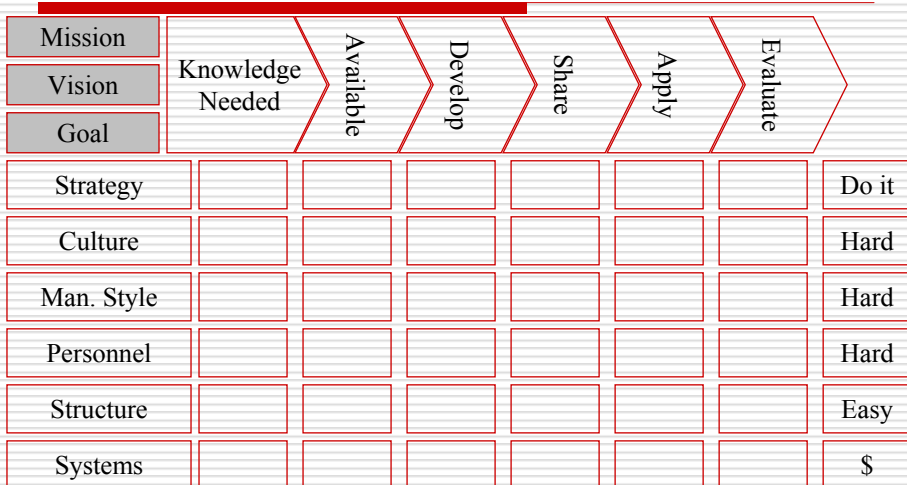


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# The Knowledge Management Model: Mission, Vision and Goal (s).



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## The Knowledge Management Model: Mission, Vision and Goal (s).

---

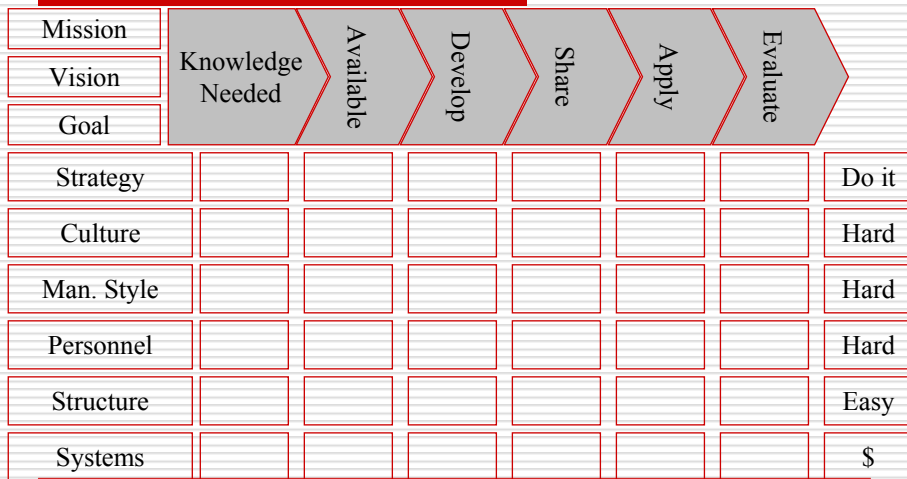
- Mission, vision, goals (and strategy) of an organization drive the knowledge value chain.
- Value chain: the further knowledge is held in the chain, the more value it has for the organization.

## The Knowledge Management Model: Mission, Vision and Goal (s).

---

- Mission: raison d'être
  - Vision: long term perspective
  - Goal (s): measurable result (s)
  - Strategy: action plan for a goal
  - Mission driven => collective ambition
  - § Money driven => goal + strategy = enough
- } Collective ambition
- } Policy

## The Knowledge Management Model: Description knowledge value chain.



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## The Knowledge Management Model: Description knowledge value chain.

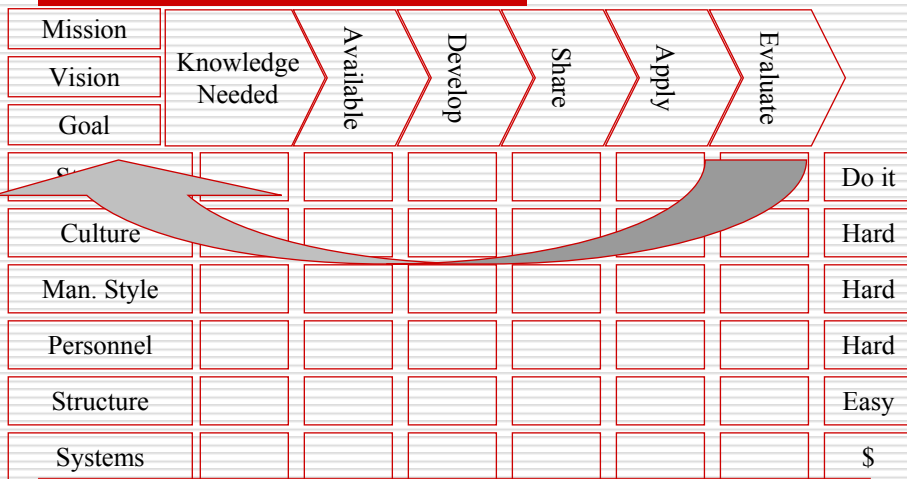
- Operational knowledge process:
  1. Determining the **needed** knowledge  
(based on the organization`s strategy)
  2. Determining the **available** knowledge
  3. **Developing** the missing knowledge
  4. **Sharing** the developed knowledge with the employees  
(who needs the knowledge to perform their job well)
  5. **Using** the shared knowledge  
(most important process)
  6. **Evaluating** the previous knowledge processes

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## The Knowledge Management Model: Close the loop.



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## The Knowledge Management Model: Close the loop.

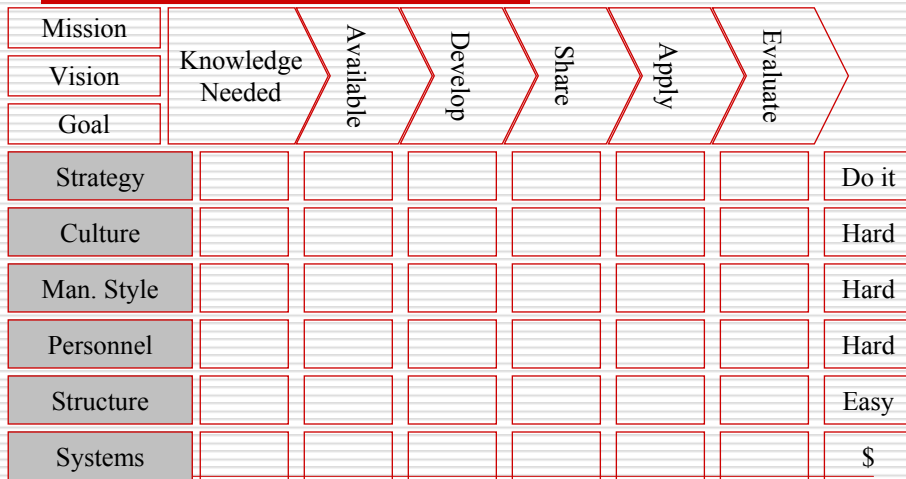
- ❑ After evaluation (re) define core competences and or goal (s) of the organisation. This could imply change in strategy, knowledge needed etc.
- ❑ This cyclic process of knowledge creation and exploitation keeps going round.

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## The Knowledge Management Model: Organisational Design Variables.



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## The Knowledge Management Model: Organisational Design Variables.

- What must be our **strategy**?
- How should our organisational **culture** look like?
- Which management **style** do we practice?
- What competence need our **personnel** and what behavioural patterns do we want?
- What **roles** and **responsibilities** (structure) do we want?
- Which technical **systems** do we install?

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## Organisational Design Variables: 'Hard' to change / install.

Mission	Knowledge Needed	Available	Develop	Share	Apply	Evaluate	
Vision							
Goal							
Strategy							Do it
Culture							Hard
Man. Style							Hard
Personnel							Hard
Structure							Easy
Systems							\$

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## Organisational Design Variables: 'Easy' to change / install.

Mission	Knowledge Needed	Available	Develop	Share	Apply	Evaluate	
Vision							
Goal							
Strategy							Do it
Culture							Hard
Man. Style							Hard
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Structure							Easy
Systems							\$

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## The Knowledge Management Model: Organisational Design Variables.

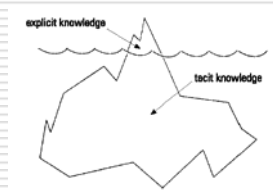
---

- 'Easy' = direct to influence
  - Buy, try, implement or agree upon
- 'Hard' = indirect to influence
  - behaviour, style, skills, experience, attitude
  
- Change behaviour => change culture
  - Management course in management style
  - Train personnel or rotate jobs

## The Knowledge Management Model: Knowledge Value Chain by column.

---

- Knowledge Needed
- Knowledge Available
- Develop Knowledge
- Share Knowledge
- Apply Knowledge
- Evaluate Knowledge



## The Knowledge Management Model: Knowledge Needed.



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## The Knowledge Management Model: Knowledge Needed.

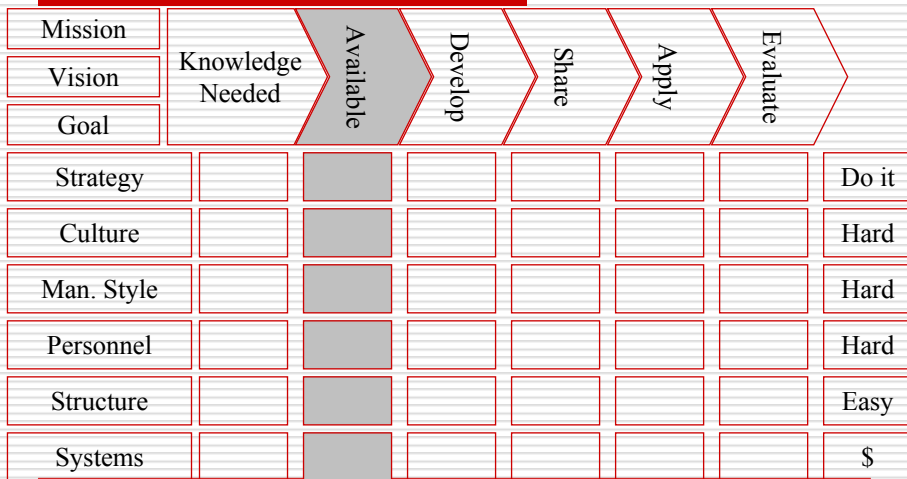
- Given strategy we need:
  - Which information
  - Which (technological)
  - Which skills, attitude, style
- Use brainstorm / scenario's / interview
- Anticipate technical, political, sociological, cultural developments

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## The Knowledge Management Model: Knowledge Available.



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## The Knowledge Management Model: Knowledge Available.

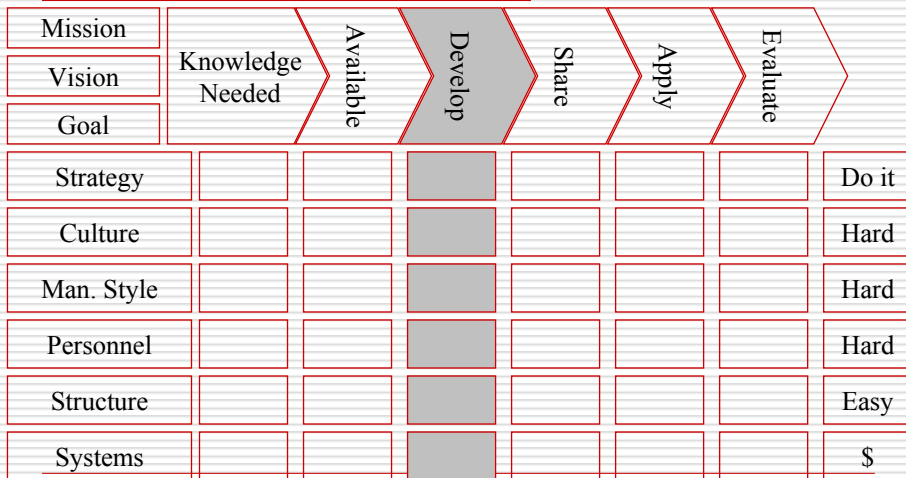
- ❑ Make knowledge-in-use explicit
  - In organisation / colleague / heads
  - In network / peers / partners / [Community of Practice's](#)
  - Digital mailing lists / WWW / Weblog
  - Hard copy library / drawers
- ❑ Are we (un) conscious (un) competent?
  - 'We have a couple very good people in R&D'
  - 'Our marketing-knowledge is up-to-standard'

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## The Knowledge Management Model: Develop Knowledge.



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## The Knowledge Management Model: Develop Knowledge.

- Needs -/- Available = gap
  - Develop in house
  - Buy knowledge / people
  - Outsource
  - Get from conference / congress / study
  - Partner: third party, clients, competitor
  
- Look for ROI, ROI+ and USP

ROI = Return on Investment

+ = ROI spin off

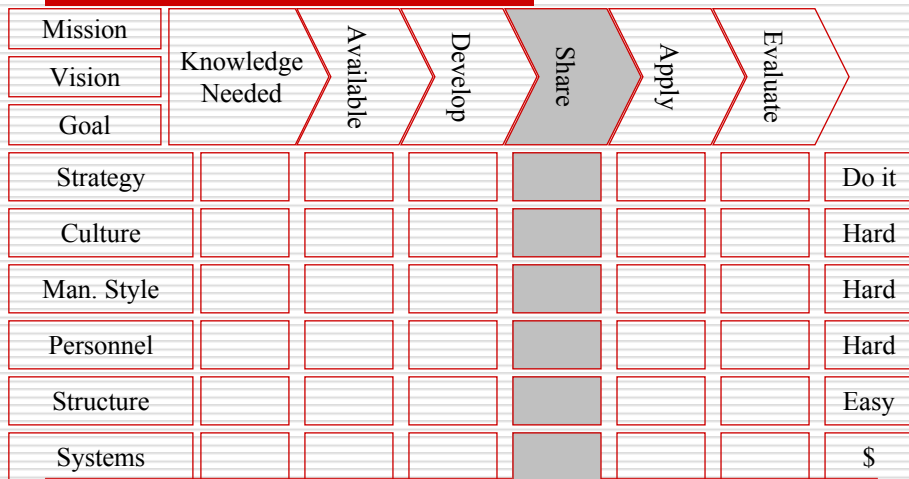
USP = Unique Selling Point

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## The Knowledge Management Model: Share Knowledge.



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## The Knowledge Management Model: Share Knowledge.

- Community of Practise (CoP)
- Intra- / Extra- / Internet (website)
- Yellow pages
- Happy hour
- Communication meeting
  
- Knowledge sharing (KS) is subset KM

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## Share Knowledge: Hurdles from the source:

---

- The source is not motivated to share
  - Power, position, time, priority
- Source thinks that the gap between source and receiver is too big
- Source thinks s/he's no expert
- Source doubts interest receiver
- Source has no respect for receiver

## Share Knowledge: Hurdles from the receiver:

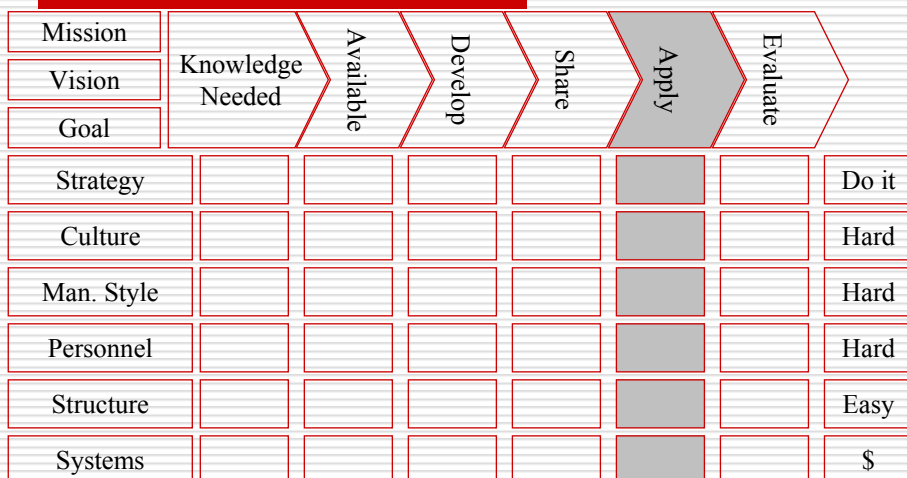
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- Receiver is not motivated to learn
- Receiver thinks gap is too big
- Receiver doubts the source
- Receiver has no respect for source

# Share Knowledge: Hurdles other:

- Hobby-ism / too much money
- Relation with strategy weak
- Developed knowledge does not match output specifications
- Knowledge is out of date / too late
- Users out of absorption capacity
  
- Share ≠ Apply : To know ≠ To be able

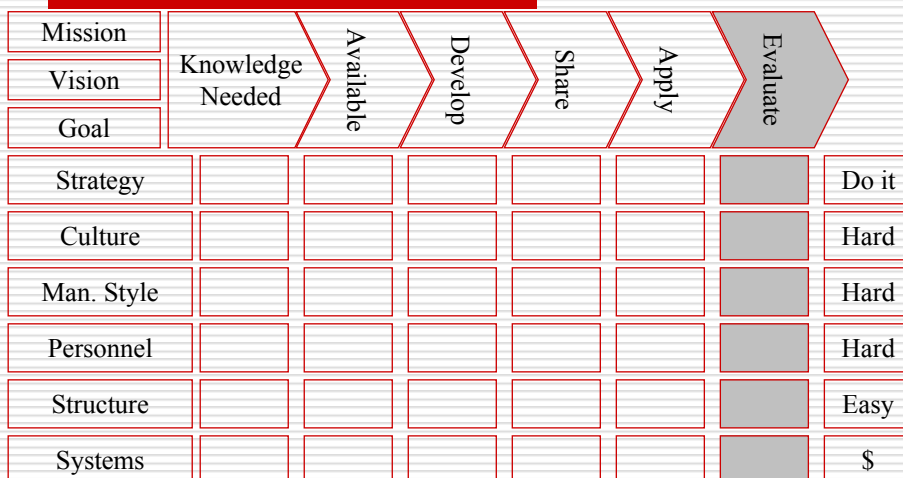
# The Knowledge Management Model: Apply Knowledge.



## The Knowledge Management Model: Apply Knowledge.

- Capitalize on information + experience  
+ skills + attitude to perform tasks
- Tasks are in line with collective ambition  
of the organization
- Hopefully learning takes place

## The Knowledge Management Model: Evaluate Knowledge.



## The Knowledge Management Model: Evaluate Knowledge.

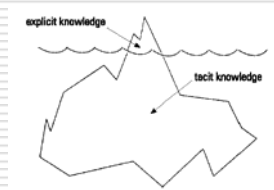
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- Prepare for the next loop
  - Redefine (core) competence
  - Gather input for SWOT
- Technique like AAR (after action review)
- Explore side steps
- Stimulate bottom up input

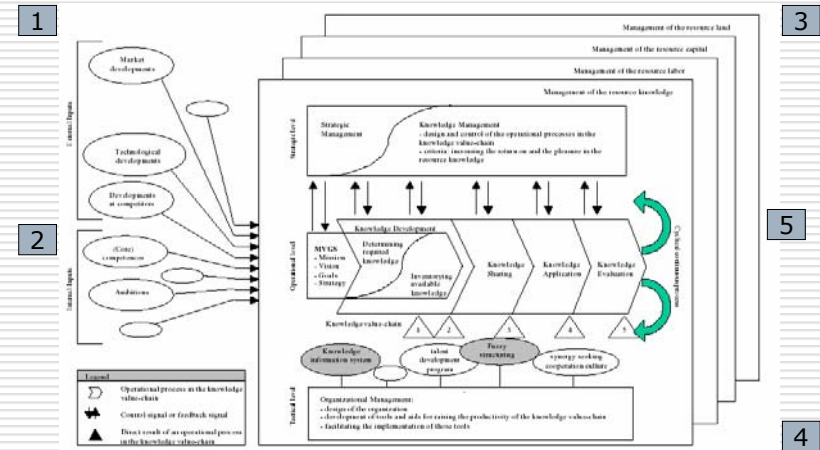
## The Knowledge Management Model: Organizational context of the model.

---

- Overall view
  - External inputs
  - Internal inputs
  - Strategic level
  - Tactical level
  - Operational level
- Organizational context



# Organizational context of the Model. See next slides for details !!

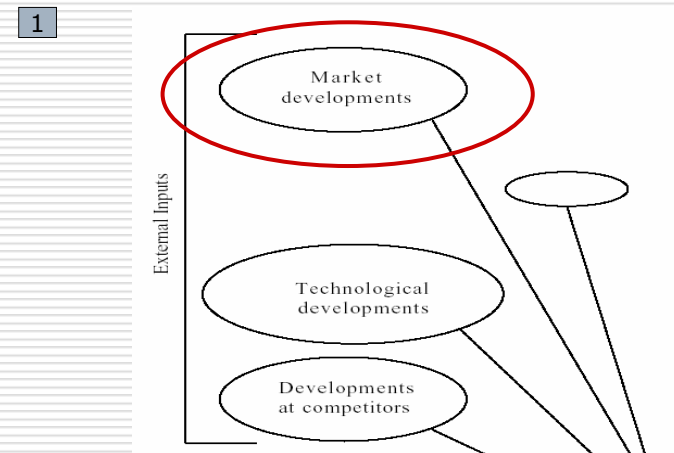


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# Organizational context of the Model: External inputs.

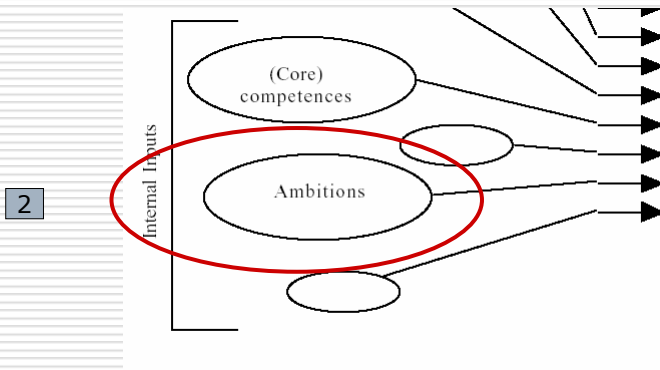


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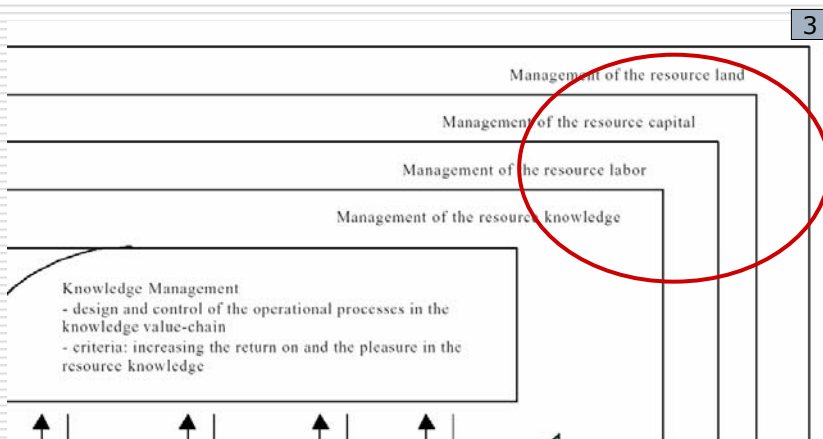
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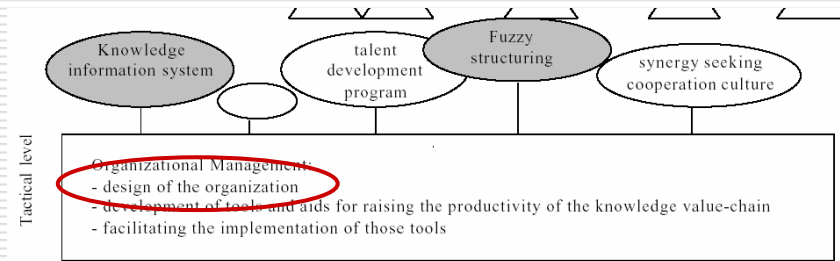
## Organizational context of the Model: Internal inputs.



## Organizational context of the Model: Strategic level.

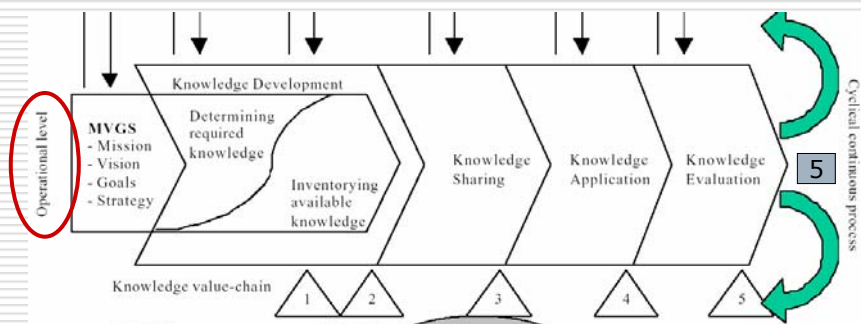


## Organizational context of the Model: Tactical level.



4

## Organizational context of the Model: Operational level.



# The Knowledge Management Model: Organizational context of the Model.

