

# The Latest Trend in KM



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## What is KM?

A multi-disciplined approach to achieving organisational objectives by making best use of knowledge. It involves the design, review and implementation of both social and technological processes.

AS 5037 (Australia KM standard)



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# Do You Need KM ?

- Management fad, another *TQM, CRM, BSC, 6-Sigma* ?
- Too technical and theoretical ?
- Need big budget ?
- For big companies ?



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## Do You See Such Problems?



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# Communication Problem?

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- You don't have time to chat with your colleagues in the organization in an informal way
- One part of the organization doesn't know what the other part is doing--even if working in a similar domain



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# Information Problem?

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- You don't have time to spend on documenting processes and capturing knowledge
- You spend a good part of the day looking for information that has been misplaced



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# Retention Problem?

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- Many staff have left the company after spending three to five years acquiring knowledge and experience
- Our organization is composed of two groups: the very experienced people and new blood



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# Training Problem?

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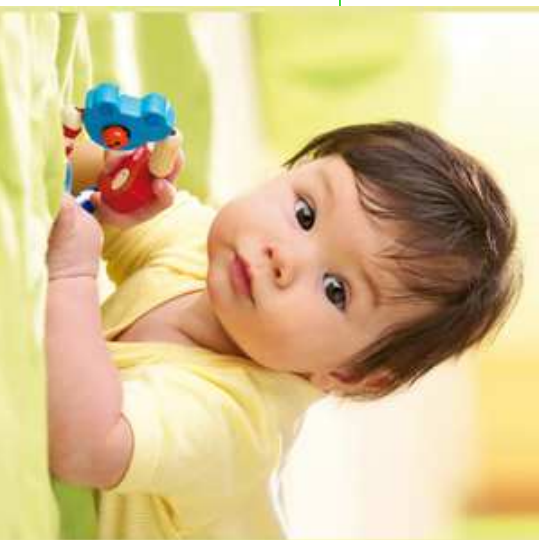


- We don't have any mentoring program to help share and transfer knowledge between the experts and the new blood
- Little funding has been put into employee training and development



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# First Generation of KM



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## Who is doing KM?

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Buckman  
LABORATORIES



National Aeronautics  
and Space Administration



ARMY SILENCER™  
JUSTON LEADERSHI  
SkandiaER



# Three Types of KM Projects

- Create knowledge repositories
- Improve knowledge access
- Build a knowledge sharing culture



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# Knowledge Repositories

- External knowledge, e.g.competitive intelligence)
- Structural internal knowledge, e.g. research reports
- Informal internal knowledge, e.g. discussion database



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# Improve Knowledge Access

Identify internal expertise and facilitate its transfer among individuals

- Corporate yellow pages
- Expert network



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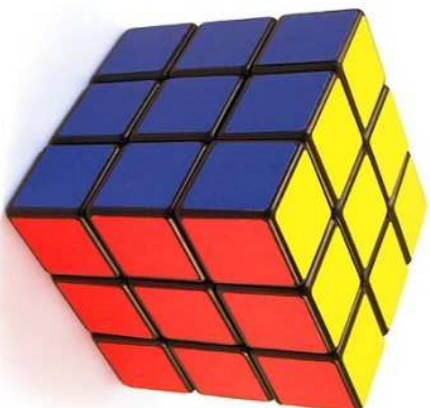
# Knowledge Sharing Culture

- Form Community of Practice (CoPs)
- Incentive scheme
- Recruiting people with learning and knowledge sharing orientation
- Appraisal system link with knowledge contribution



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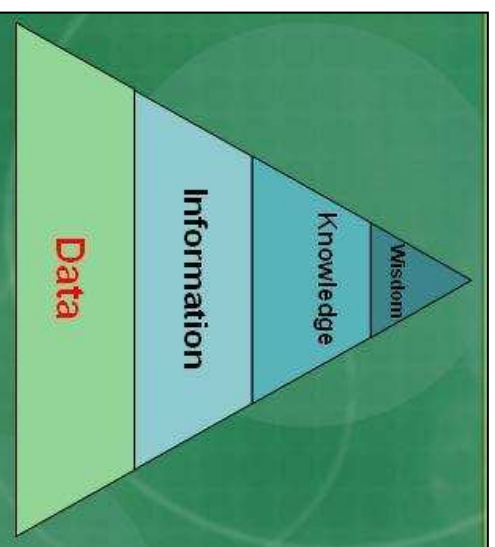
# KM Concepts and Models



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## Data, Information, Knowledge

- Data – raw facts; numbers
- Information – data in context; readily captured in documents and databases
- Knowledge – information plus experience to act upon



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# Two Types of Knowledge

- Tacit knowledge: personal knowledge and insights that “we know more than we can tell”
- Explicit knowledge: codified forms of knowledge that can be documented



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## KM Strategy



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# Codification Strategy

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- Focus: Connect people to documents
- Codify tacit knowledge into explicit knowledge
- Use IT system to store, share and re-use the knowledge assets



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# Personalization Strategy

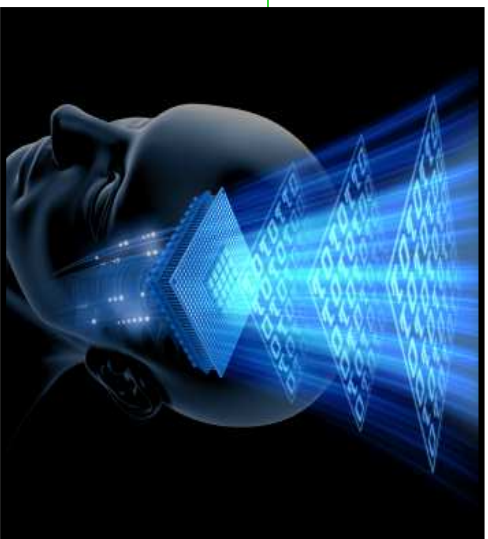
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- Focus: Connect people to people
- Use mentoring, community of practices, peer assist, story-telling and after action review (AAR)
- Use IT system as platform for collaboration



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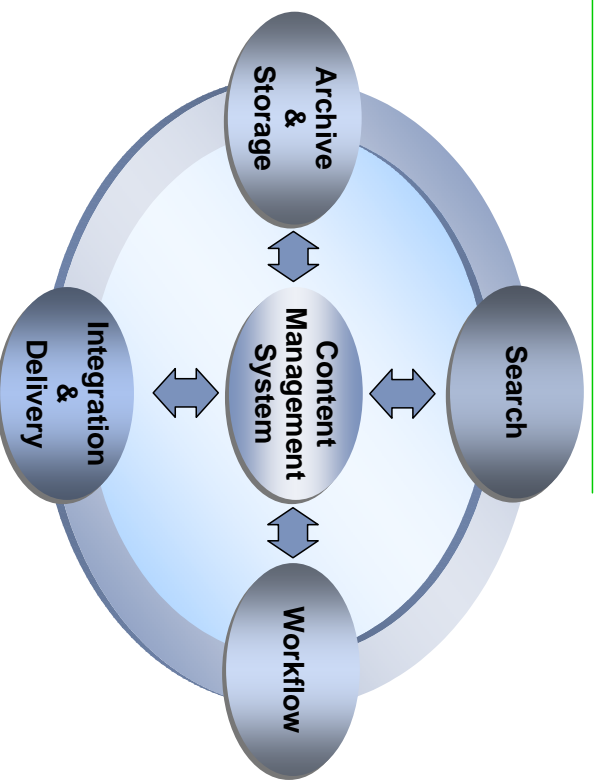
# KM Technology



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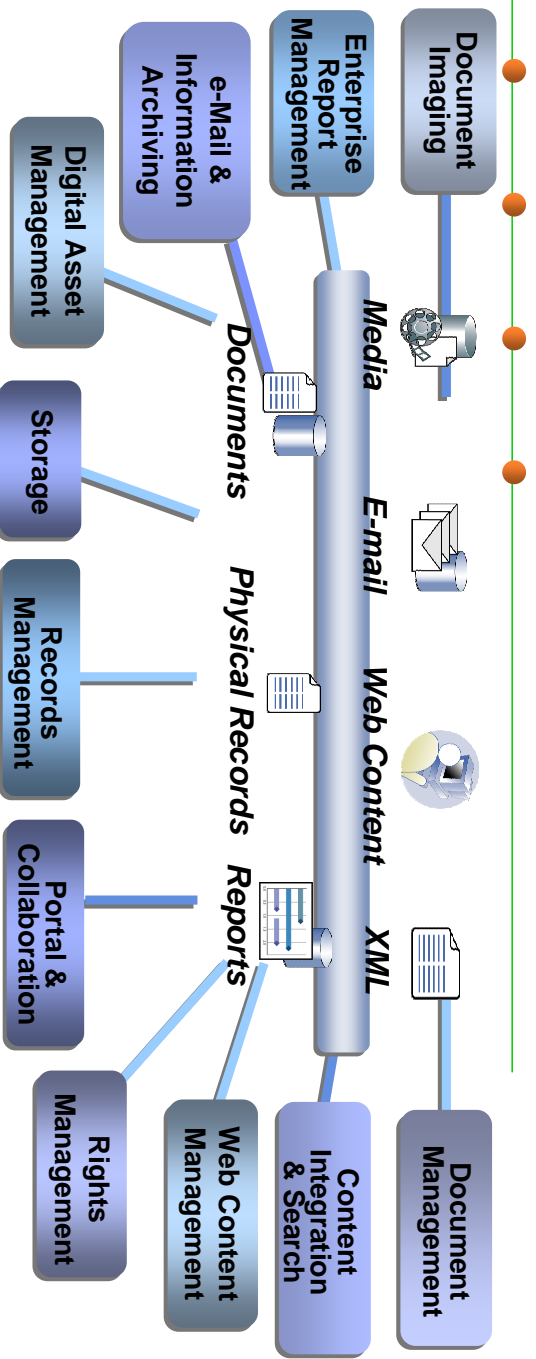
## The Content Management

- ➔ Create, capture and manage all forms of semi-structured and unstructured content
- ➔ Integrate and distribute it to customers, partners and employees



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# Enterprise Content Management



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## KM Role



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# Formal Role

- Corporate librarian
- Chief Knowledge Officer (CKM)
- KM specialist



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# KM Implementation

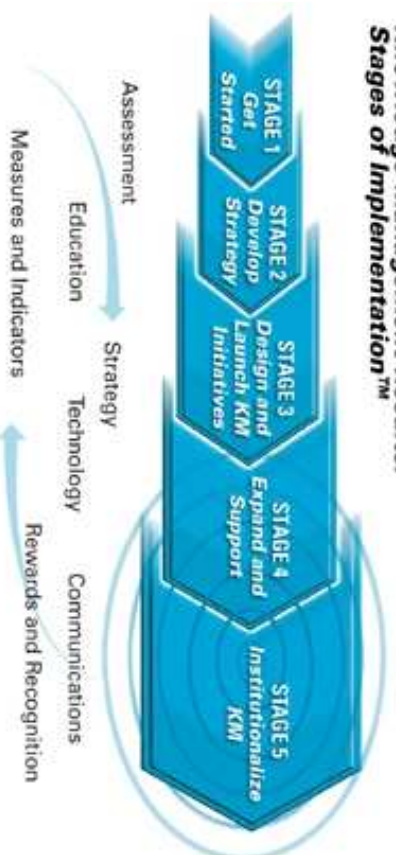


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# KM Implementation Model

## *APQC's Road Map to Knowledge Management Results: Stages of Implementation™*



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## Key Activity in Each Stage

- Stage 1: Look for windows of opportunity
- Stage 2: Get senior executive as sponsor
- Stage 3: Start pilot projects in business units
- Stage 4: Roll out to the whole organization
- Stage 5: Become part of the culture



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# Major Obstacles



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## Top Obstacles

- Lack of a clear strategy
- Internal politics and functional silos
- Lack of financial support and incentives
- Competitive pressure
- Wrong perception of the need
- Barriers to change



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# International KM Survey

80% of respondents say organizational culture is the biggest barrier

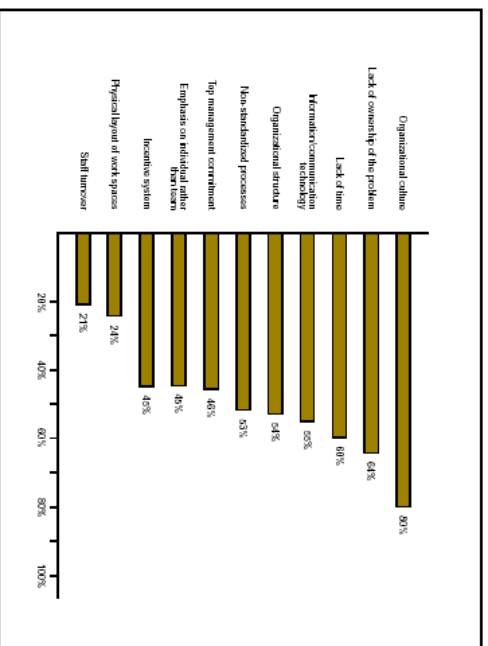


Figure 5: Obstacles to creating a knowledge-based company.



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# KM Strategy



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## Focused KM

- Don't attempt to build BIG knowledge repository that store ALL the knowledge
- Focus on the 20% knowledge that has the 80% of the value
- Maximize the return on your KM investment



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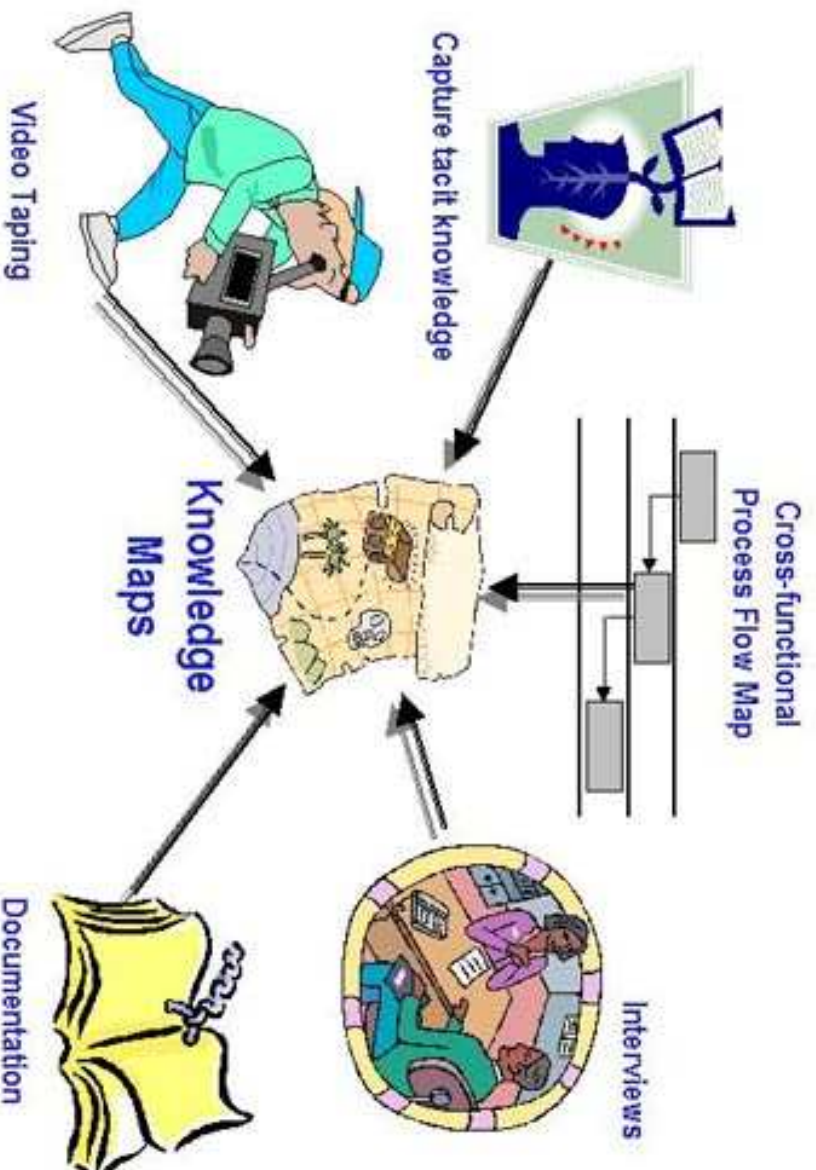
# Start with Knowledge Mapping

- A process of identifying the sources, flows and blockages of knowledge within an organization.

- Developing a knowledge map involves locating important knowledge and then displaying in a list or picture.



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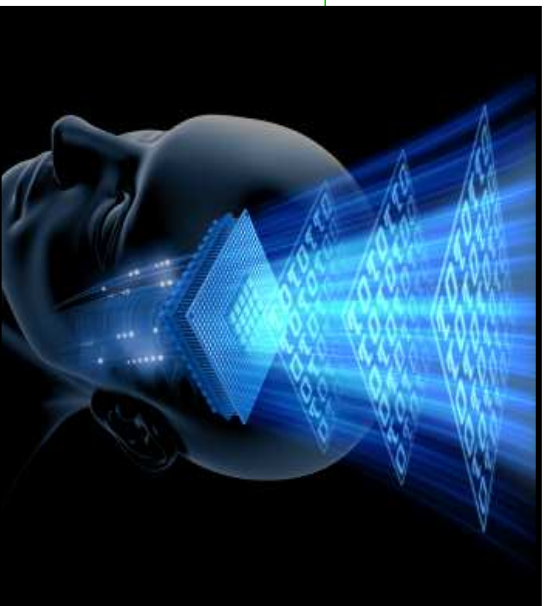
# Usage of Knowledge Map

- It is a guide that shows where to find the knowledge.
- It points to people, documents, databases and other repositories of knowledge.



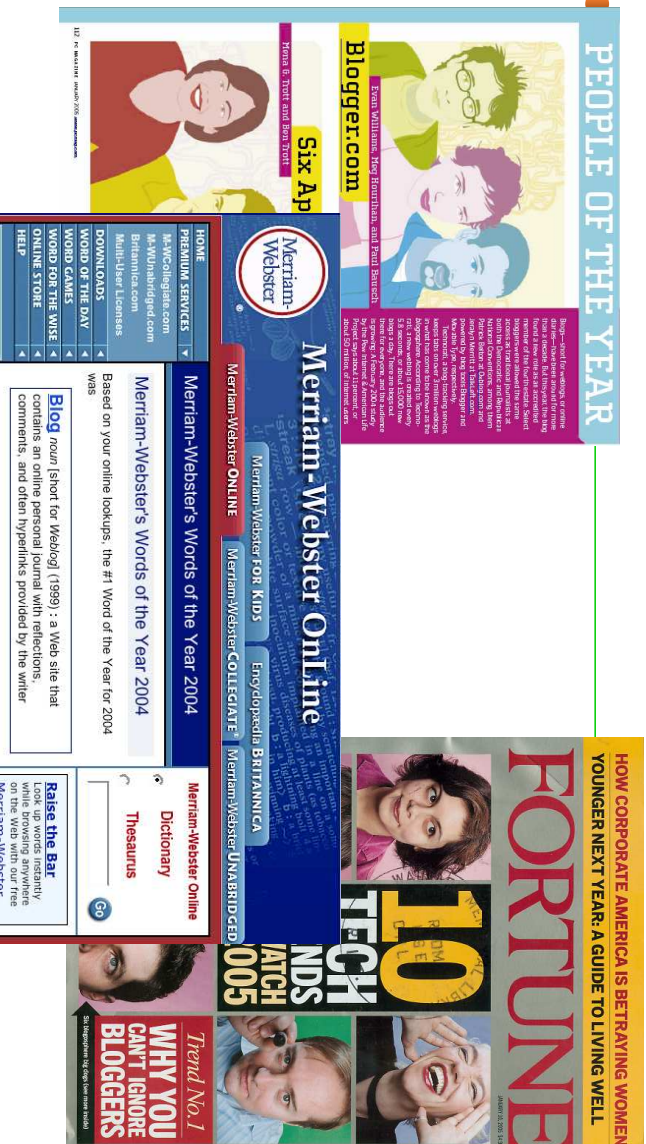
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# KM Technology



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# 2004: Year of the Blog



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## Instant Messaging

- Yahoo! Messenger



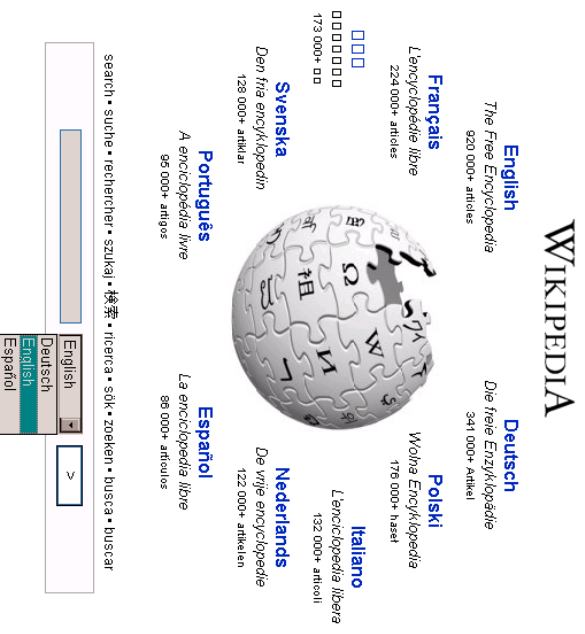
- MSN Messenger



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# Wiki

- Allow users to easily add and edit content and is especially suited for collaborative writing
- Bring a sense of involvement and innovation to an organization.



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# Wikis at

"Wikis are able to normalize the way information and intelligence move around corporate systems, regardless of their size."



"Once people use it, they become a part of the system. And in turn, the wiki becomes part of the dynamics of the office "

"With many technologies, employee compliance and learning curves can be a significant barrier to adoption. Wikis don't suffer the same adoption problems as other technologies, because they quickly prove themselves to be both intuitive and viral."



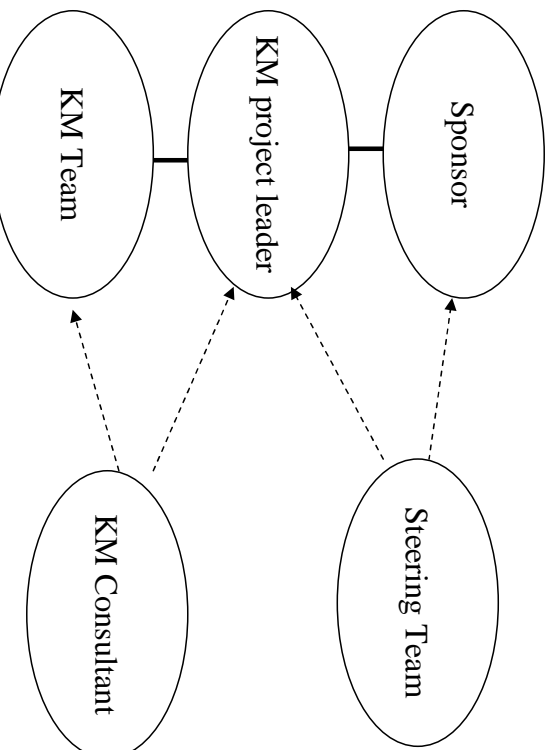
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# KM Role



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# Multiple KM Roles



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# Roles in Business Unit

- KM co-ordinator
- Knowledge manager
- Community co-ordinator (COPs)
- Subject matter expert (SMEs)



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# KM Implementation



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# Project Portfolio Approach

- An approach to achieve strategic goals by selecting, prioritizing, assessing, and managing KM projects based upon their contributions to the organization



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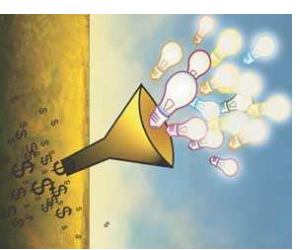


## Project and Knowledge Creation

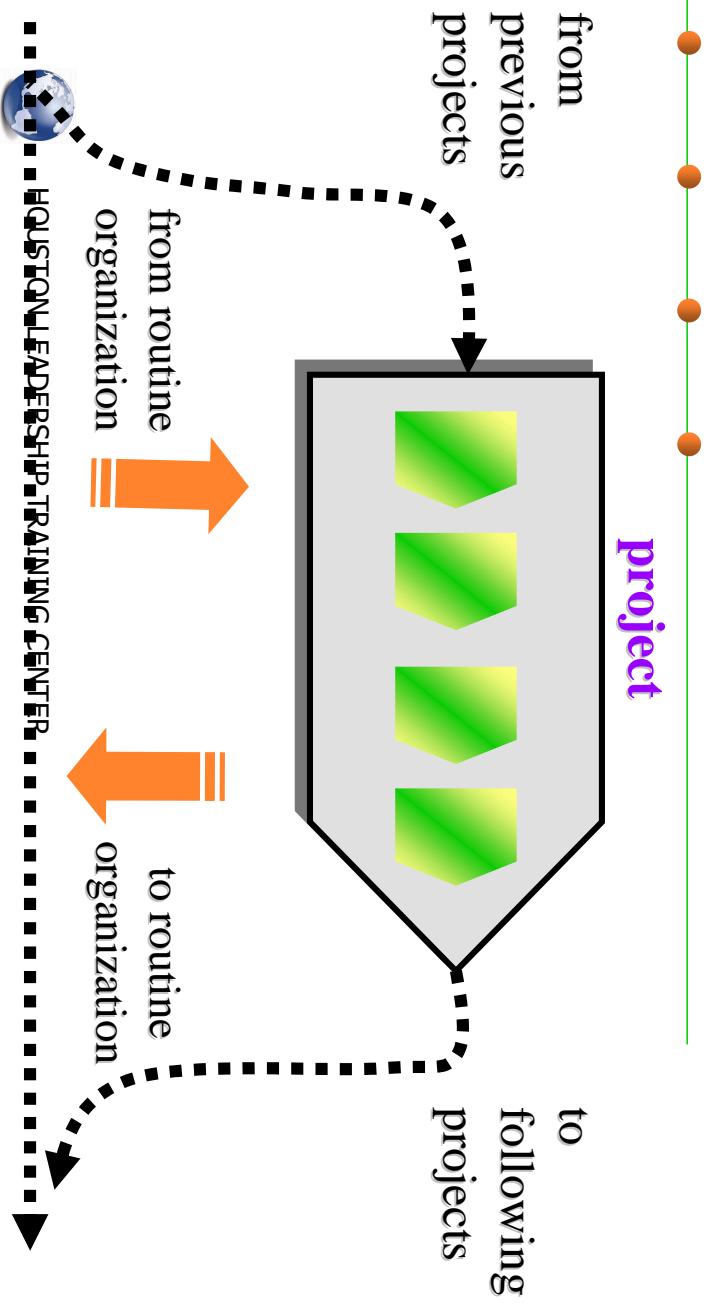
- Project is the heart of KM implementation
- Project members bring their knowledge into a project to create new knowledge.
- They bring back the new knowledge to routine work.



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# Knowledge Creation



## Pilot KM Projects

- Execute a new idea by a small scale KM project as an experiment
- Use success to build commitment
- Use failure to build knowledge

*The strategy is not **Top-down**, not **Bottom-up**. It is*

***Middle-up Top-down.***



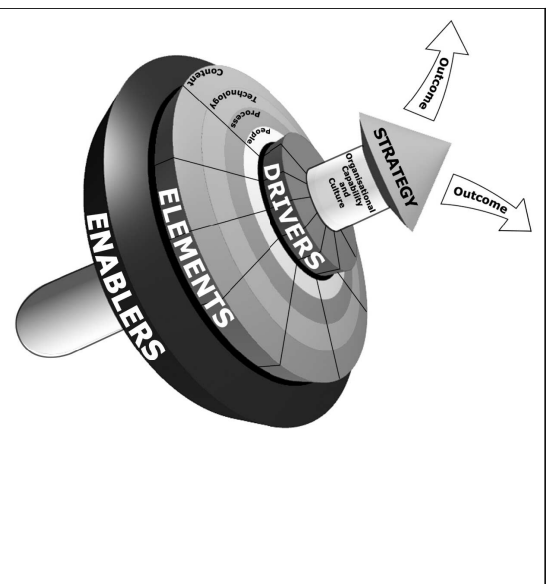
# Best KM Practices



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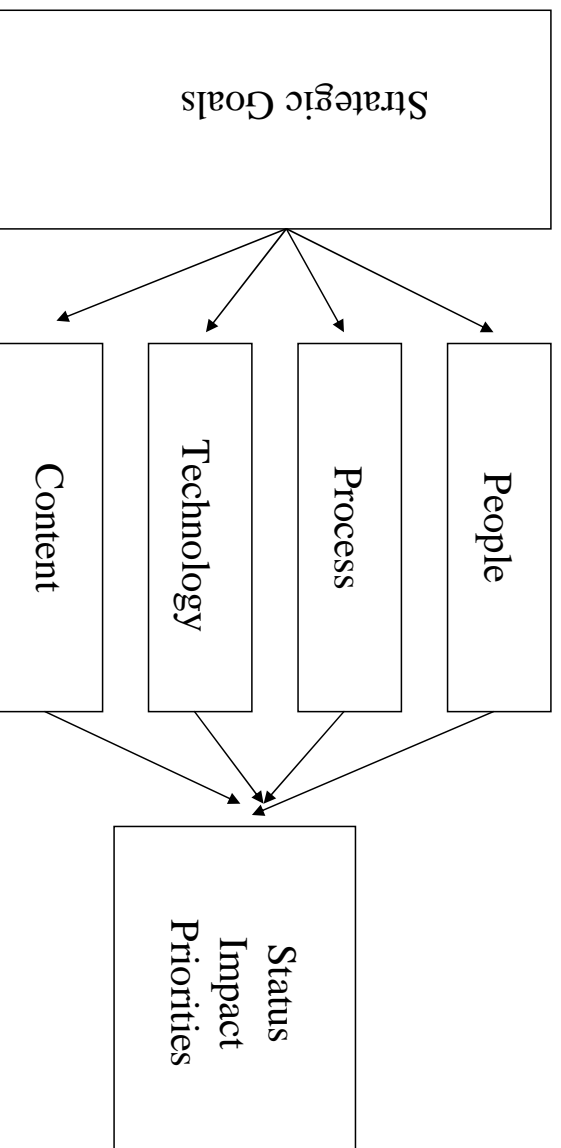
# Apply International KM Standard

Australian KM Standard (AS 5037)



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# Formulate KM Strategy



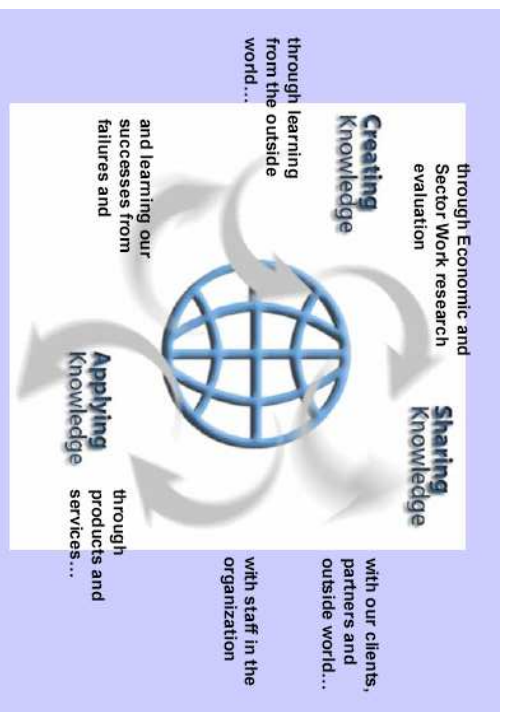
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# Just-in-Time Knowledge



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# World Bank's KM Model



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## Community of Practice (COP) Thematic Groups

- Organized by sector or across sectors
- Support core Bank functions
- Funded by Sector Boards and accountable to them
- Rely extensively on knowledge partnerships
- Use a broad range of technology



**Thematic Groups are the core of the Bank Knowledge Management System. They have developed very fast. There are now more than 80 Thematic Groups, throughout the Bank.**

# Thematic Groups

- They are self-organizing entities.
- Establish through face-to-face contact and connected by information technology.
- The leaders are generally not appointed or selected, but emerge as leaders and win support from colleagues.
- They are responsible to validate the knowledge materials and disseminate the knowledge on the Web.



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## Thematic Group: Education and Early Child Development

- The purpose of knowledge sharing is to improve the quality of education & child development.
- Involve external partners include InterAmerica Development Bank.



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# Use Online Video

- Short video clips
- Searchable
- User-generated
- Low cost to produce
- Look authentic and intimate
- Emotionally rich and appealing



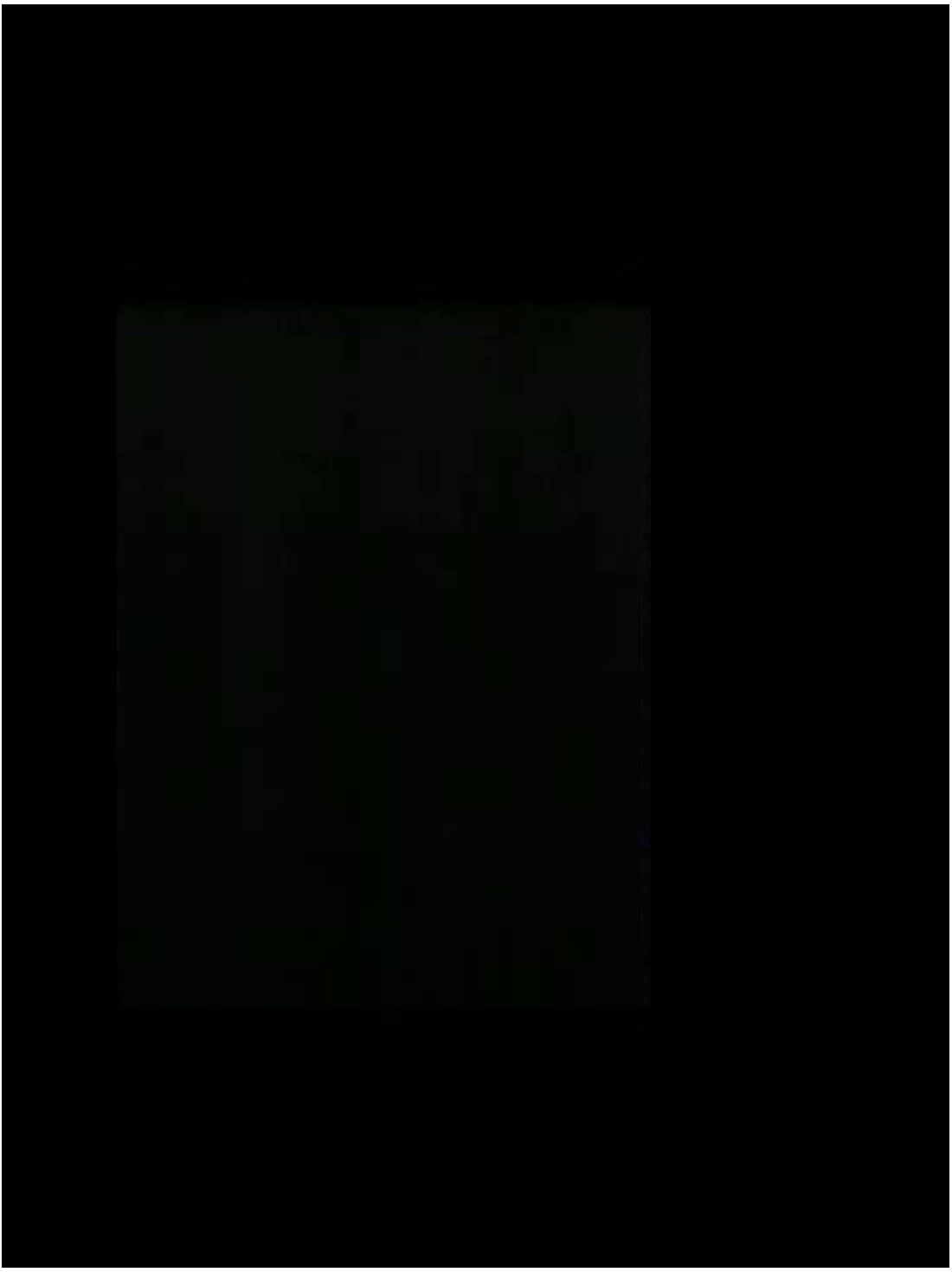
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## Story Telling Using Online Video

Anita Roddick- Founder of The Body Shop

# THE BODY SHOP®





**Thank You**



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