

A decorative graphic featuring several squares in various shades of green and blue. At the top left, there is a small light green square and a medium-sized bright green square. To the right is a large square composed of three concentric squares: an outer dark green square, a middle medium green square, and an inner light green square. Below these, the words "Knowledge" and "Management" are written in a bold, bright green, sans-serif font. The text is partially overlaid by a large, dark green square on the left and a medium green square on the right.

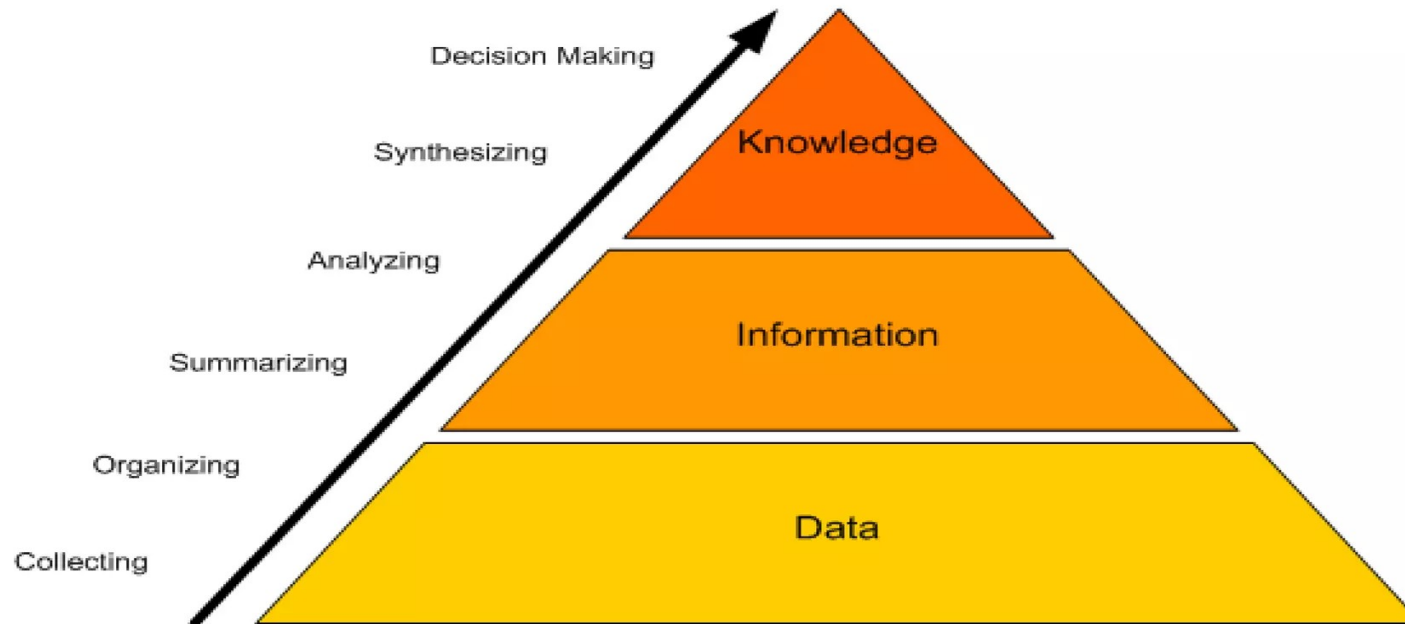
Knowledge Management

Knowledge Management (KM)

- Knowledge Management (KM) refers to a multi-disciplined approach to achieve organizational objectives by making the best use of knowledge.
- KM focuses on processes such as acquiring, creating and sharing knowledge and the cultural and technical foundations that support them.
- The purpose of Knowledge Management is to provide the right information to the right people at the right time to enable informed decision making which enables service providers to be more efficient and improve the quality of service delivered.

What is Knowledge Management?

Knowledge management (or “KM”) is the management of knowledge within organizations



Knowledge Management

- Process to help organization identify, select, organize, disseminate, transfer information
- Structuring enables problem-solving, dynamic learning, strategic planning, decision-making
- Leverage value of intellectual capital through reuse

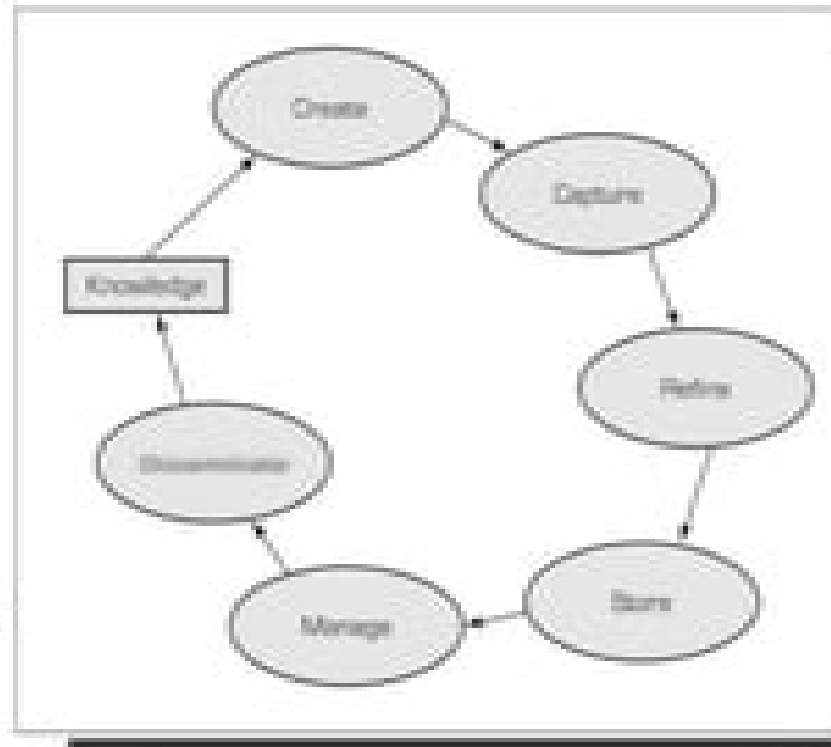
Knowledge Management

- Knowledge Management may be viewed in terms of:
 - **People** – *how do you increase the ability of an individual in the organization to influence others with their knowledge*
 - **Processes** – *Its approach varies from organization to organization. There is no limit on the number of processes.*
 - **Technology** – *It needs to be chosen only after all the requirements of a knowledge management initiative have been established.*
 - **Culture** – *The biggest enabler of successful knowledge-driven organizations is the establishment of a knowledge-focused culture.*
 - **Structure** – *the business processes and organizational structures that facilitate knowledge sharing.*

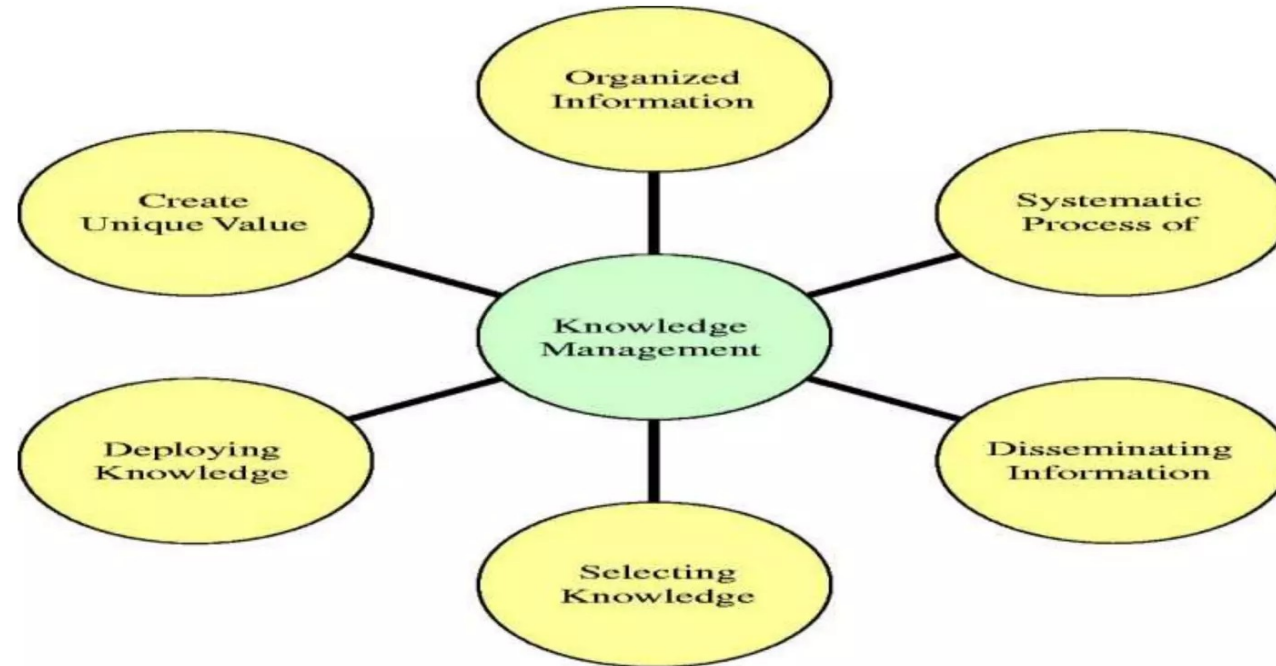
Knowledge Management Cycle/ Process

- Creates knowledge through new ways of doing things
- Identifies and captures new knowledge
- Places knowledge into context so it is usable
- Stores knowledge in repository
- Reviews for accuracy and relevance
- Makes knowledge available at all times to anyone

Figure 1.2 The Knowledge Management Cycle



Process of Knowledge Management



Benefits

Benefits of Knowledge Management

- improve quality of service to users
- improve user satisfaction
- increase adoption of self service
- Higher first call resolution rates
- Reduce time to diagnose incidents and problems
- Reduction in training time and costs
- faster adoption of new or changed services
- increase responsiveness to changing business demands

Managing Knowledge Management

Strategy: The objective is to manage, share, and create *relevant* knowledge assets that will help meet tactical and strategic requirements.

Organizational Culture: The organizational culture influences the way people interact, the context within which knowledge is created, the resistance they will have towards certain changes, and ultimately the way they share (or the way they do not share) knowledge.

Organizational Processes: The right processes, environments, and systems that enable KM to be implemented in the organization.

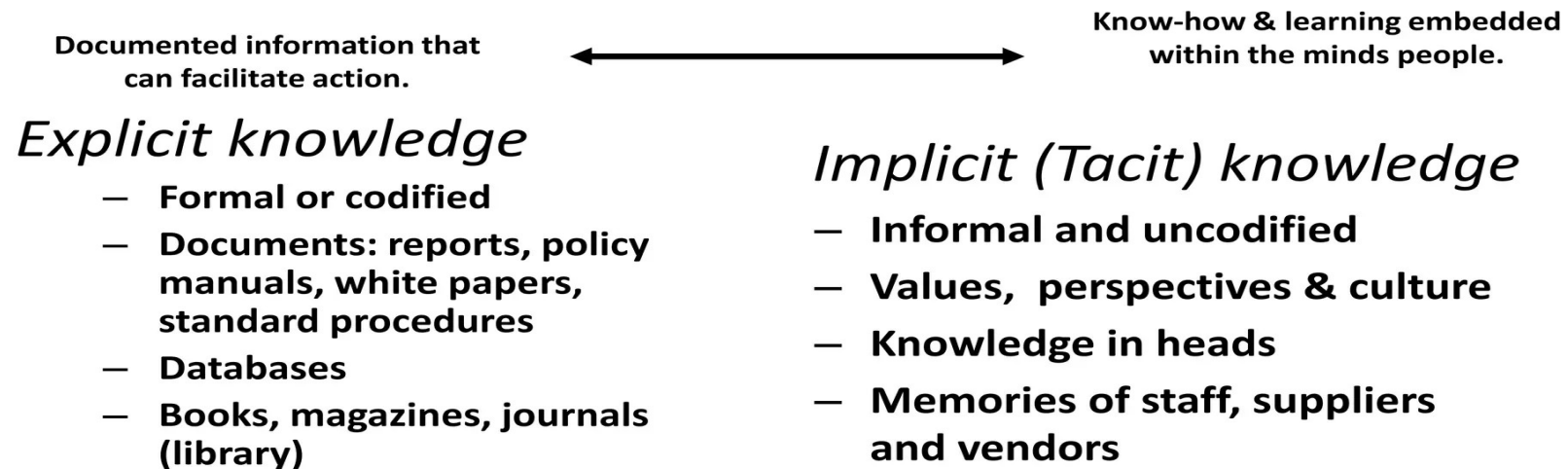
Managing Knowledge Management

Management & Leadership: KM requires competent and experienced leadership at all levels like knowledge managers, knowledge brokers and so on.

Technology: The systems, tools, and technologies that fit the organization's requirements - properly designed and implemented.

Politics: The long-term support to implement and sustain initiatives that involve virtually all organizational functions, which may be costly to implement (both from the perspective of time and money), and which often do not have a directly visible return on investment.

Two types of knowledge



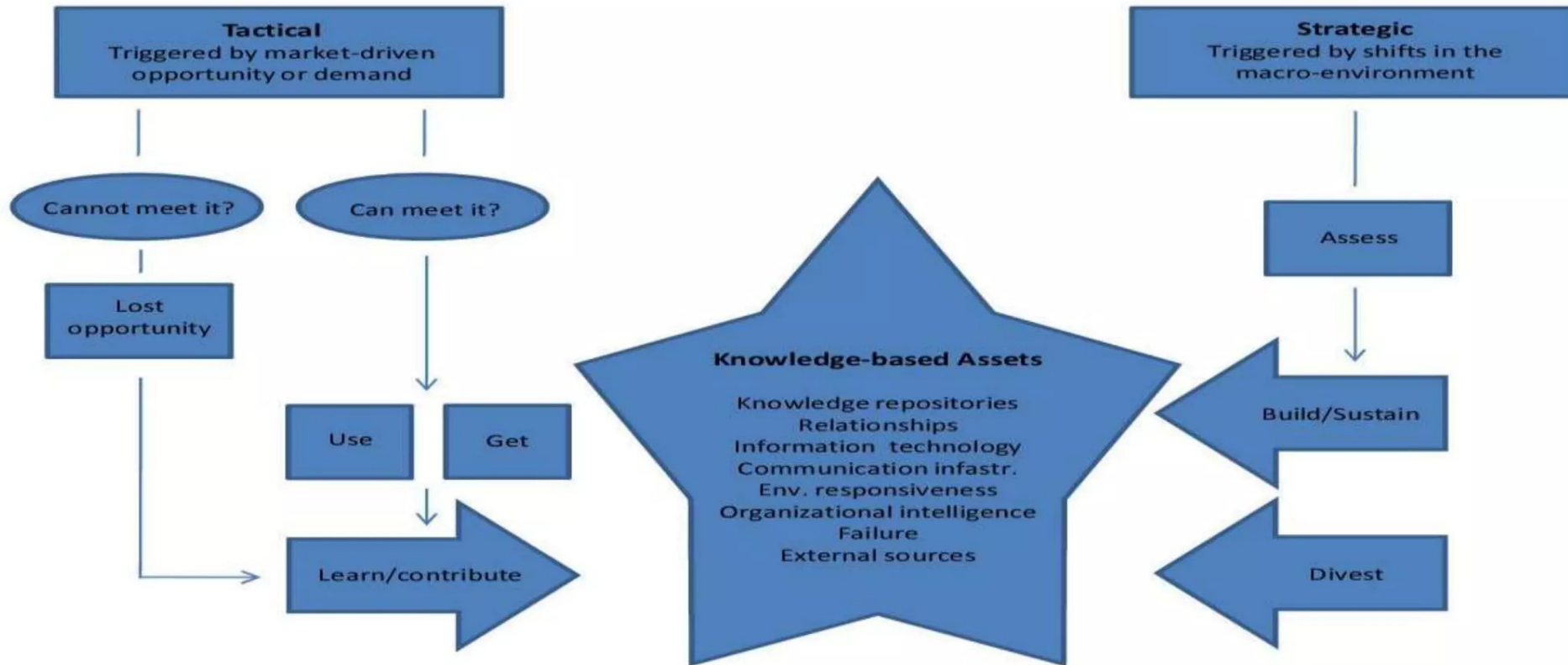
Knowledge informs decisions and actions.

Sources: Polanyi, M. (1967). *The tacit dimension*. Leonard, D. & Sensiper, S. (1998). The Role of Tacit Knowledge in Group Innovation. *California Management Review*.

Knowledge

- **Explicit knowledge**
 - Objective, rational, technical
 - Policies, goals, strategies, papers, reports
 - Codified
 - Leaky knowledge
- **Tacit knowledge**
 - Subjective, cognitive, experiential learning
 - Highly personalized
 - Difficult to formalize
 - Sticky knowledge

The KM Process Framework by Bukowitz and Williams (1999)



The KM Process Framework by Bukowitz and Williams (1999)

- This KM model depicts the process that defines the strategy for management to build, divest, and enhance knowledge assets.
- It is a model that emphasizes the "**why**" and "**when**" aspects.
- The strengths of this model rest on its strategic focus, which essentially puts knowledge management action into context. It is also worth noting that the notion of "divestment" is included - something which is often missing from KM models.
- KM initiatives are the result of the response to tactical and strategic changes and needs.
- The model provides a great overview of the strategy behind KM but it does not include any deeper insight into what initiatives are suitable in a given instance.

The KM Matrix by Gamble and Blackwell (2001)

Type Approach	Embodied	Represented	Embedded
Sense	Observe	Gather	Hypothesize
Organize	Contextualize	Categorize	Map
Socialize	Share	Disseminate	Simulate
Internalize	Apply, Decide, Act		

The KM Matrix by Gamble and Blackwell (2001)

This KM model presents a general theoretical framework, as well as specific guidelines for implementation. The KM process is split into four stages.

- First management must locate the sources of knowledge.
- Then they must organize this knowledge so as to assess the firm's strengths and weaknesses and determine its relevance and reusability.
- This is followed by socialization, where various techniques are used to help share and disseminate it to whomever needs it in the organization.
- Finally, the knowledge is internalized through use.

The KM Matrix by Gamble and Blackwell (2001)

- Steps provide an excellent overview of the role of the KM manager.
- However, one limitation of this model is its focus. First of all, the overall strategic role outline by Bukowitz and Williams is not included.
- Secondly, KM's role here is limited to knowledge sharing, omitting the processes of knowledge acquisition/creation and divestment.
- This is a perfectly legitimate approach to KM where the focus is on the sharing and retrieval of existing knowledge, but it does not fulfill the scope of the knowledge management.

The Knowledge Management Process Model by Botha et al (2008)



The Knowledge Management Process Model by Botha et al (2008)

- This model attempts to offer a more realistic overview of the KM process.
- The three broad categories overlap and interact with one another. Like Gamble & Blackwell, the focus is on managerial initiatives. Here too the strategic focus (the "when" and the "why" as opposed to the "what") is omitted.
- It is noteworthy that this model does include the creation of new knowledge as a specific KM initiative.
- The model further shows which of the three categories are more people oriented and which are more technology focused.
- However, for better or for worse, this is largely how organizations tend to approach the issue i.e. as a technological rather than organizational and social challenge.

Thank You !

