

# KM - A starter view



Kneaver Corp

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# What is Knowledge

- Data                      Raw symbol facts  
Temperature
- Information              Resumed, Synthesis  
Weather report. News.
- Knowledge                (Placed in context of activity)  
Expertise, forecast,  
Experience, good practices,  
know how
- Wisdom                    Generic, judgment

# Type of Knowledge

- **Explicit**                      Can be describe by a text  
Easy to teach
  - » Math
- **Tacit**                              Can only be shown  
Often skill oriented
  - » Titanium Welding for aircrafts
  - » Sales
- **Different approach to acquire and teach**

# Knowledge

- Knowledge only resides in Human Mind.
- Computers don't have knowledge.
- When knowledge is written it becomes information.
- When is read the reader restore context and keep it as knowledge.

So books are sources of knowledge but not knowledge.

# Knowledge Management

- A way to bring out hidden knowledge through systematic approach.
- Complete Life cycle (KLF)
  - Creation, innovation, Collecting  
Increase Qty of K
  - Enrichment – Synthesis  
Value addition  
More streamlined
  - Reuse – Sharing – Teaching - Learning



# Knowledge Management

- Human involvement
  - Requires understanding
  - Software can help but not automate
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- Domains like education, finances, engineering, software development.

# Knowledge Economics

- Creation: Very expensive
- To give knowledge costs nothing.  
Very cheap, can even increase value, surely don't diminish value.
- Entropy: Decreases when not used.
- Compare to a glass  
(glass is very durable).



# Why KM

- Evolutionary view

Industrial Age

Information Age

Knowledge Age

- The real asset today is intangible

Knowledge, IP, Brand

Production, sales can be delocalized.

Ipod, Coca-cola.

- More people for the same job. Rotation of jobs.

# Typical KM tasks

Think about 100 people in 3 places.

- Inventory of K domains of organization
- Compare to strategy
- Yellow page: Expert and reference
- Key words – Terminology (ensure consensus)
- Collect explicit Knowledge
- Community of Practice address tacit K
- Competencies map  
Task/Competency/People
- Standardize processes

# Community of Practice

- Group of people with the same K (Horizontal)
- Across the company, the world, virtual
- Share their experience
- Common Library – References doc.
- Discussion (Web)
- Common terminology
- Develop Best practices – Model Building
- Audio, Videos, Multimedia approach.





# Other activities

- Technology Watch: keeping up with technological innovations.
- Quality groups focused on increasing competencies.
- Innovation

# Heavy task

- The beginning is tedious, lot of typing.  
(Collect)
- So it requires motivation
  - From Management
  - From experts entering the knowledge.  
Moral building.
- ROI is long term.
- Cannot be motivated by results.

# Motivation of Management

- Protect and materialize Intellectual assets
- Reuse Knowledge more intensively. Be more proactive, less errors, more productive.  
« if only HP knows what HP knows »
- Allow savings. Younger people, global teams
- Stable ground allow more innovations.

# Duties of Management

- Indicate clearly that taking time for knowledge is a recognized part of the job. How much ?
- Define rules of the game.  
Context in letter and spirit.  
What knowledge is valuable or not.
- Encouraging achievements. Define milestones, acknowledge when they are met. Be prepared for extra compensations.

# Motivation of Experts

- A smarter job.
- Possibility to formalize ones knowledge.
- Possibility to learn. Scope for further learning.
- Recognition by management as an expert.
- Yellow Page, Referee on subject.
- Can be proud of the achievements.

# KM specialist - Consultants

- Facilitator(Expert – K – User)
- Go between between strategic view and expert planning
- Helps to build the referential.
- Will not become an expert of the field.
- Teach/coach good practice of KM
- Animate the CoP, regulate.
- Follow the project over some time. 1 Year. Initial period. May be follow up.
- Certifications exists.

# Profile KM specialist.

- Organized
- Consultancy job. Independent. Self motivated. Conviction.
- Communication
- Diplomacy, Flexibility.
- Teacher – Engineer – Sales.
- Mobility, good English.
- Potential : Consulting groups, Big international firms, stand alone.

# References

## ■ Books

- Wrengler – Community of practice
- Prusak Davenport – Working Knowledge
- Davidson, Voss - Knowledge Management
- KM Classic and Contemporary Works Univ. Press.

## ■ Sites (free)

- Kmpro.com
- km-forum-bounces@ncsi.iisc.ernet.in
  - (Bangalore)
- KM institute
- [www.knowledgeboard.com](http://www.knowledgeboard.com)