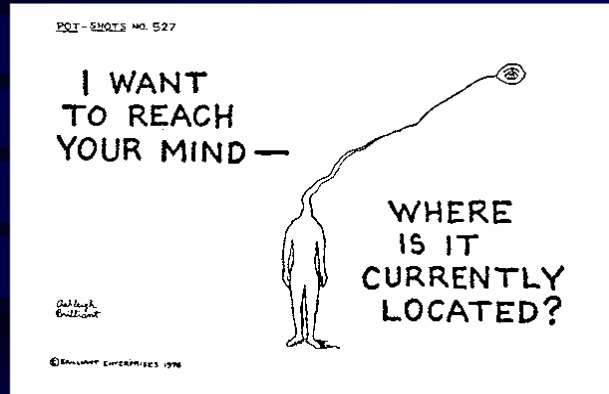


learn@WELL



Distant Learning Programme
Knowledge Management

Let's get practical... what is KM?

- KM is a buzz word, yes! But ...
- KM is not a hype!
- KM is not ICT (but ICT helps) ^{a)}
- KM is not HRM (but HRM helps) ^{b)}
- KM is not KFO (but KFO helps) ^{c)}
- KM is done by the whole organization or in WELL's case by the entire RCNetwork
- Nothing is as practical as a good theory

- a. Information & Communication Technology
- b. Human Resource Management
- c. Knowledge Friendly Organization



About wisdom, knowledge and information

T.S. Eliot (1934) posed the question:

"Where is the wisdom we have lost in knowledge?"



"Where is the knowledge we have lost in information?"

We could add:

Where is the information we lost in data?



KM and data, information, knowledge and competence

What is that?

Data: statements or facts that are raw material and have no tangible meaning until used

Information: data which is given some meaning in a specific situation for a specific entity (human or organisation) through interpretation and selection of raw data

Knowledge: a product of information, experience, skills and attitude

Competence: a set of intellectual capacities, which enables an organisational entity to act



So, what is KM?

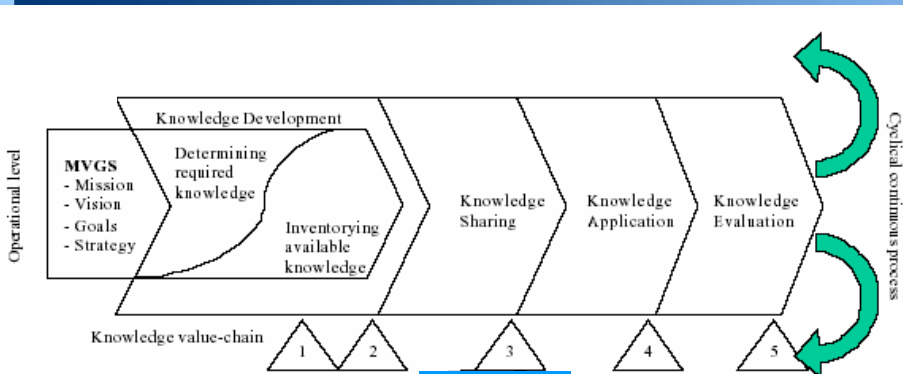


Some common definitions:

- Managing knowledge which is stored in the heads of the people or otherwise, for example in databases
- Creating, maintaining and exploiting knowledge infrastructures and organisational knowledge cultures and making knowledge pay-off
- The art of transforming intellectual assets and information into enduring value for organisation's customers and people
- Knowledge management is to set up the Knowledge Value Chain in such a way that the return on investment and pleasure from the production factor knowledge increases



Weggeman: The Knowledge Value Chain



The Knowledge Value Chain

Operational (WELL) knowledge process:

1. Determining the needed knowledge (based on the organization's (WELL's) strategy)
2. Determining the available knowledge (done in PW-phase 1: scoping studies)
3. Developing the missing knowledge (to be done in PW-phase2)
4. Sharing the developed knowledge (with the employees (WELL partners and audiences) who need the knowledge to perform their job well)
5. Using the shared knowledge (most important process) by WELL partners and audiences
6. Evaluating the previous knowledge processes

Mission, vision, goals and strategy of an organization (of WELL RCN) drive the knowledge value chain.

Value chain: the further knowledge is held in the chain, the more value it has for the organization.

The value chain can form a good basis for developing a plan related to KM.



The process KM Learn@Well

- Do a KM scan
 - Well partners will start thinking about KM
 - Presents framework to hold on to
- Connect Well partners based on:
 - Perceived importance
 - Appointed problem
 - Chosen learning goals / Interest
 - Synchronization
- Organize and implement KM learning



Do a KM scan



How important is knowledge in our organization?
Awareness.



How clear is our future direction?
Mission, Vision, Goals and Strategy shared?



How good are we at Knowledge Management?
Operational level.



How knowledge-conscious is our organization
(partners in WELL)?
Other issues to keep in mind.



How important is knowledge in our organization?

Question	IRC (3)
1 In our organization, people form the most important asset.	4.33
2 Knowledge is in our organization a more important production factor than physical labor, capital or raw materials.	4.67
3 In our organization, there are a large number of employees working on the shop floor who possess scarce, that is to say difficult to replace, knowledge.	4.00
4 The core activities of our organization cannot be automates.	3.67



How clear is our future direction?

Question	IRC (3)
1 In my opinion, most people in our organization could, if asked, tell why it is important for society/the community that our organization exists and must remain.	5.00
2 The mission of our organization is broadly borne by the staff; thus we have a collective ambition.	3.67
3 In my opinion, we know what we want to stand for, for each other and for the surroundings.	3.33
4 My personal aims coincide for the greater part with the objectives of the organization.	4.00



How good are we at Knowledge Management? (Operational level)

Phase	Water, Engineering and Development Centre (0)	IRC (3)	London School of Hygiene & Tropical Medicine (0)
General	0.00	2.67	0.00
Determination of necessary knowledge	0.00	3.00	0.00
Cataloguing available knowledge	0.00	2.73	0.00
Development of (new) knowledge	0.00	3.00	0.00
Sharing of knowledge	0.00	3.39	0.00
Application of knowledge	0.00	2.60	0.00
Evaluation of knowledge	0.00	2.27	0.00
Average score:	0.00	2.81	0.00



Connect Well partners

Phase		Partner A (25)	Partner B (33)	Partner C (80)
General	Participant	2.34	2.67	4.00
Determination of necessary knowledge		1.11	3.00	2.76
Cataloguing available knowledge	KM 1	1.00	1.00	2.73
Development of (new) knowledge		3.34	3.00	1.08
Sharing of knowledge	KM 2	2.01	1.39	2.00
Application of knowledge		4.97	2.60	2.33
Evaluation of knowledge	KM 3	1.00	4.27	1.00

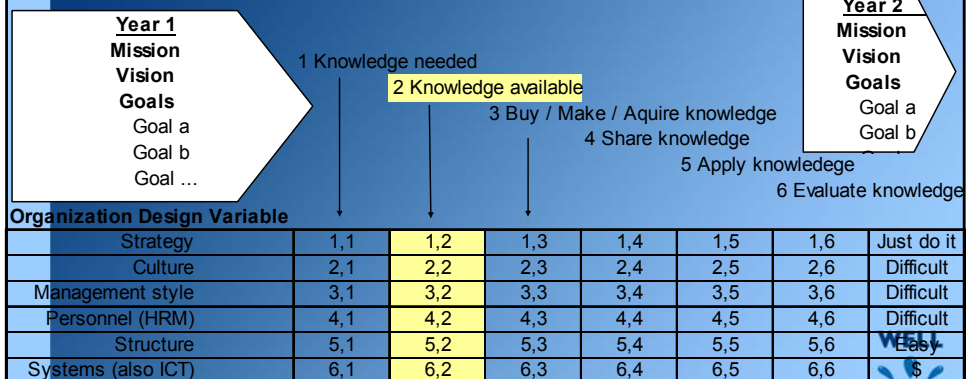
Core partner initiates

Mentor / Facilitator / ?



KM 1 Questions to address

Weggeman Knowledge Value Chain versus Organization Design Variables



KM1: Organise KM in learn@WELL

KM 1	Partner A (25)	Partner B (33)	Partner C (80)
Cataloguing available knowledge	1.00	1.00	2.73
Role	Participant	Participant	Mentor

- TOR
- Time planning
- Deliverables
- Costs

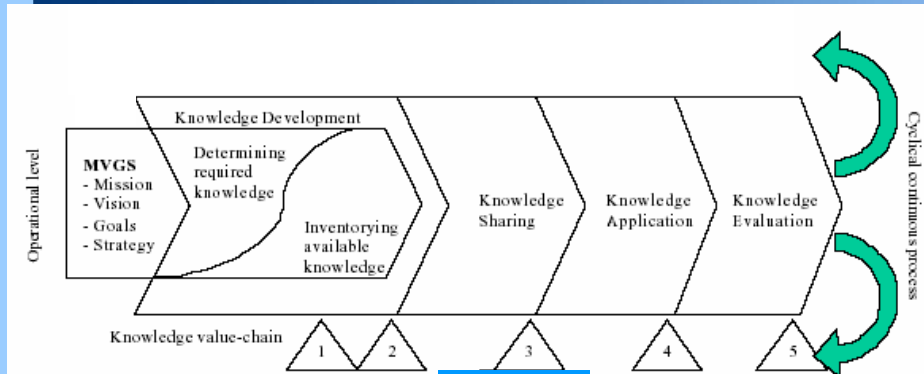


How knowledge conscious is our organization, that is our personnel?

Question	IRC (3)
67 We have enough creative people (these are people that can think of original 'out of the box' solutions for existing problems).	4.00
68 We have enough people with innovative ideas (these are people that spontaneously come up with new initiatives).	4.00
69 With us, there is no lack of internal entrepreneurs (these are people that dare to take risks when implementing product or process modernizations).	3.33
70 I know what I have to learn in the coming year in order to be able to carry out my primary duty well.	3.67
71 I know what my manager is counting on me to do.	3.33
72 New employees in our department have – apart from a boss – a coach or mentor assigned to them for a specified time.	1.33



Weggeman: The Knowledge Value Chain



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6. **Evaluating** the previous knowledge processes

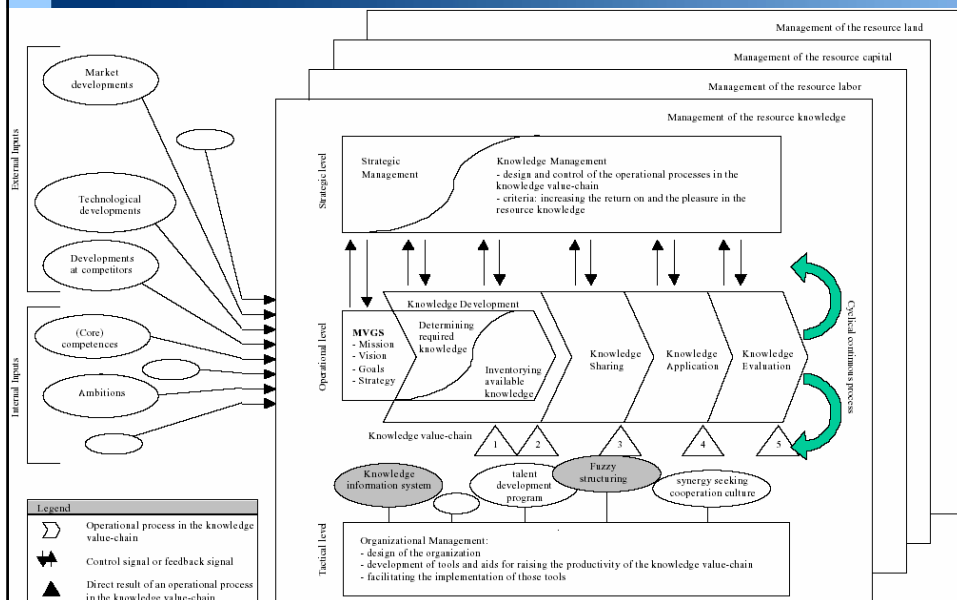
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KVC in organizational context



In short

- Do scan => direct result
 - The more people join the better the picture
 - Scan results inter-organizational
 - 'Mini' benchmark
 - Scan results intra-organizational
 - Points to improve..
- Set up learning on KM issues
- Scan again....

