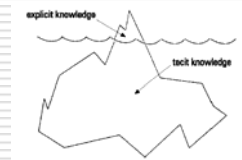


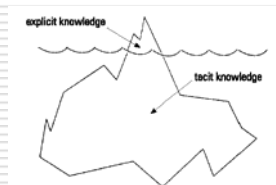
Knowledge Management

Towards a KM plan.



Towards a KM plan.

- What to pick up
- [Who does Knowledge Management?](#)
- [Example 'to become information broker'](#)
- [Example 'maintaining a digital library'](#)



Towards a KM plan: What to pick-up.

- Use the model as a coat rack to get all the KM issues on the table
- Realize value of knowledge for RC
 - Next to \$ & HRM sustainability
- Role ICT from executing routine task to enabling technology
 - from horsepower to horseracing

Towards a KM plan: What to pick-up.

- Goal KM is to make as much relevant knowledge explicit as possible
 - Heads -> accessible for others
 - Individual -> organizational memory
- Object KM is people learning from each other
 - Organize learning process / environment
 - Collective ambition group of people

Towards a KM plan: Who does Knowledge Management?

Information Manager: Weggeman
ICT KM = ICT management. $K = f(I, esa)$

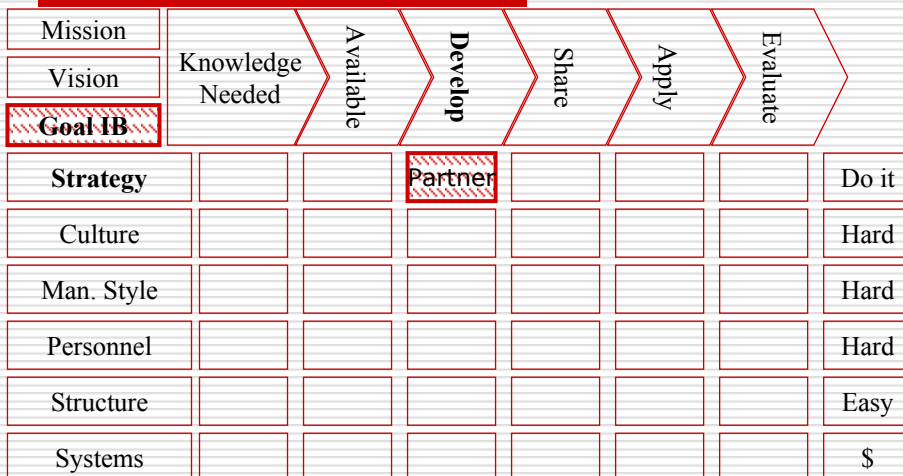
Management Team / Staff (knowledge workers):
HTM KM = human talent / competence management. $K = f(I, esa)$

Director / Knowledge Manager / Service section:
KFO KM = to create a Knowledge Friendly Organisation. $K = f(I, esa)$

So, KM effects the business of every employee!

[Click for explanation of \$K = f\(I, esa\)\$](#)

Towards a KM plan: example 'to become information broker (IB)' 1



Towards a KM plan: example 'to become information broker' 2

Mission	Knowledge Needed	Available	Develop	Share	Apply	Evaluate	
Vision							
Partner							
Strategy	Round table	Consult partner	Partner	Cross link		Round table	Do it
Culture				Accept compromise			Hard
Man. Style	Cultural sensitive	-/-	Training				Hard
Personnel	French		Go visit				Hard
Structure			Exchange info				Easy
Systems				Webpage			\$

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Towards a KM plan: example 'maintaining a digital library' 1

The model worked out for the goal 'maintaining a digital library' (given that this is in line with mission and vision of the organization) in the column knowledge sharing.

The questions about the organizational design variables:

- What must be our strategy on sharing knowledge to maintain a digital library?
- What kind of structures do we need for knowledge sharing to maintain a digital library?
- How about personnel and knowledge sharing to maintain a digital library? Etc.

Perhaps the strategy should be asking people in and outside the organization to hand in digital documents, the structure regular meetings of a editorial committee and personnel should be encouraged to share documents.
(See also next slide)

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Towards a KM plan: example 'maintaining a digital library' 2

Mission	Knowledge Needed	Available	Develop	Share	Apply	Evaluate	
Vision							
Maintain Digi Lib				Ask for documents			Do it
Strategy							Hard
Culture							Hard
Man. Style							Hard
Personnel				Encourage sharing Meeting			Hard
Structure				Edit Committee			Easy
Systems							\$

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Knowledge Management. Weggeman's definition in a formula.

□ Weggeman: $K = I \times f(e \times s \times a)$

- K = knowledge
- I = Information
- e = experience
- s = skills
- a = attitude

[Back to a KM plan..](#)

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