
Lecture 06:

Institutionalization and Social Aspects of KM

Learning objectives

Learners should

- understand, what institutionalization of KM means, why it is important and how it can be done
 - know different forms of organizational integration of KM
 - understand the difference between information management and knowledge management
 - know the new and different roles of people in KM and be able to explain typical KM functions
 - be familiar with the social aspects of KM and their relationship to KM organization
 - know the steps to implement KM in an organization
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Content

- Introduction and Preliminary Remarks
- Organizational Structure and Integration of KM
- KM Functions and Role Definitions
- Social Aspects of KM
- Implementing KM in Organizations
- Summary

(1) Introduction and Preliminary Remarks

Why are Knowledge and Knowledge Management Important?

- Knowledge Management is the ongoing creation, capture, preservation and management of information and knowledge.
- This gives employees, customers, partners and companies the resources needed to be more efficient and productive.

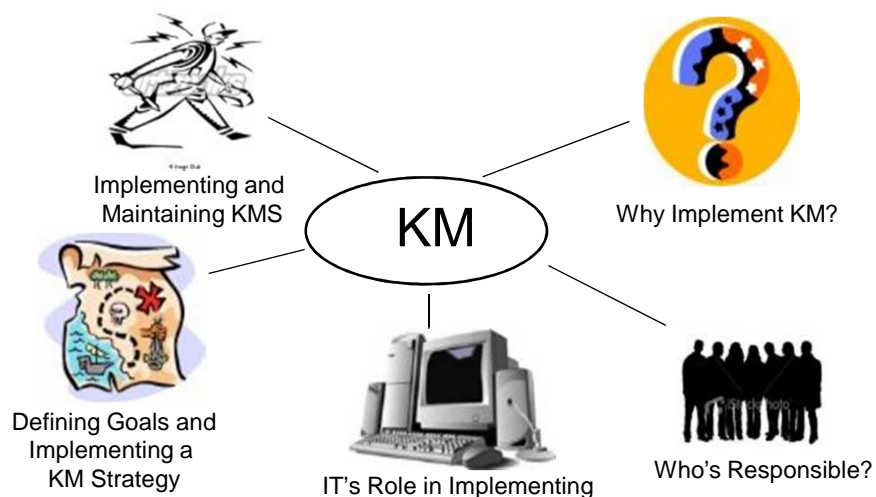
Why people don't like to share knowledge?

- Lack of time to share knowledge and time to identify colleagues in need of specific knowledge
- Fear that sharing may jeopardize one's job security
- Low awareness and realization of the value and benefit of the knowledge others possess
- Use of a strong hierarchy, position-based status, and formal power
- Insufficient capture, evaluation, feedback, communication, and tolerance of past mistakes
- Differences in experience and education levels
- Lack of contact time and interaction between knowledge sources and recipients
- Poor verbal/written communication and interpersonal skills
- Age, gender, cultural and ethical defenses
- Lack of a social network
- Ownership of intellectual property
- Lack of trust in people because they may misuse knowledge or take unjust credit for it

Who is Responsible?

- Everyone?
- General Managers?
- Knowledge Champions and Experts?
- Knowledge Managers?
- “End Users”, Users of Knowledge Management Systems?

Implementing Knowledge Management

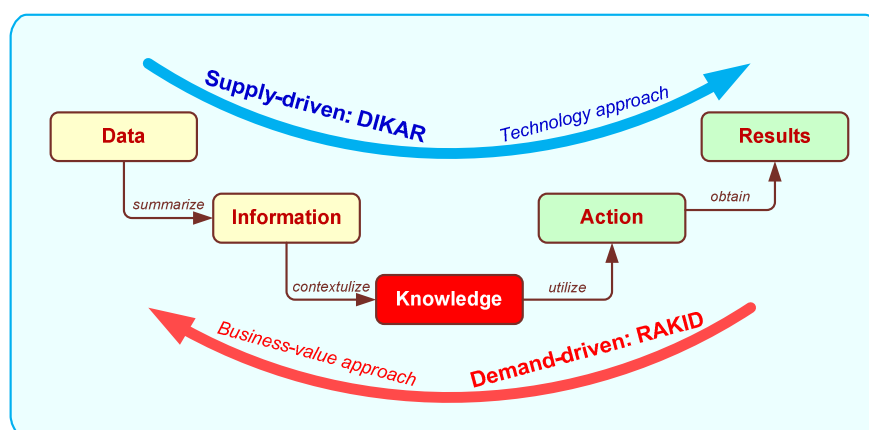


Source Dave Owens et al.

Approaches to Knowledge Management

- **Process approach** to knowledge management attempts to codify organizational knowledge through formalized controls, processes and technologies
 - Focuses on explicit knowledge and use of IT
- **Practice approach** focuses on building the social environments or communities of practice necessary to facilitate the sharing of tacit understanding
 - Focuses on tacit knowledge and socialization

Supply-driven vs. demand-driven KM



Decision Support and Business Intelligence Systems
(9th Ed., Prentice Hall)

Institutionalising Knowledge Management

- **Define and assign KM roles**, e.g., CKO, knowledge manager, coach, mentor, subject matter expert, community moderator, knowledge (base) administrator
- **Install KM units**, e.g., competence centers, communities-of-interest, BP groups
- **Initiate KM projects**, eg. trials and pilot projects, starting with selected areas (eg. knowledge-intensive processes)
- **Establish KM instruments**, e.g., experience management, good/best practices, lessons learned, knowledge maps
- **Implement KM tools**, knowledge management systems, platforms, services, infrastructures and technologies

Tacit Knowledge Management

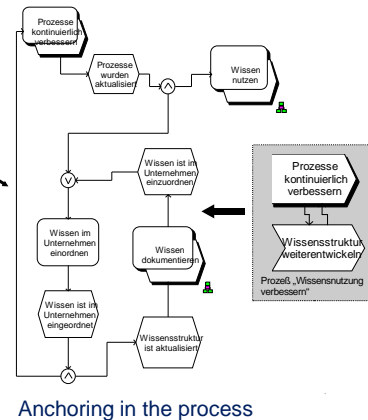
- A closer look at the proposed tasks, tools and approaches of knowledge management brings us to a phenomenon that could be described in an analogy to „tacit knowledge“ as **Tacit Knowledge Management**.
- Tacit knowledge management is not the same as management of tacit knowledge.

Institutionalization KM - Example

- Content management process
- Directory- and skill-management process
- Community management / knowledge networks
- Lessons learned process
- Continuous process improvement

Role assignments

PM roles	KM roles
Process steering committee	KM steering committee
PM team	KM team
Process owner	Chief Knowledge Officer (CKO)
Person responsible for the process	Community / network moderator
Process manager	Boundary spanner
Product manager	Knowledge manager
	Person responsible for a topic
	Person responsible for usage
	Knowledge broker
Case worker	Knowledge worker (participant, user, author, expert)
Process team	Community

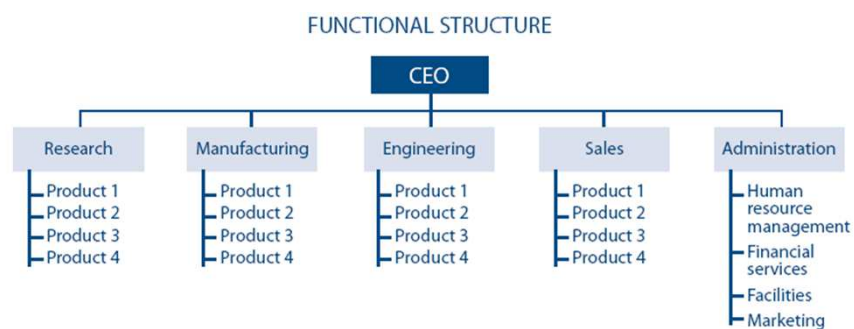


(2) Organisational structure and integration of KM

Influence of Organisational Structures

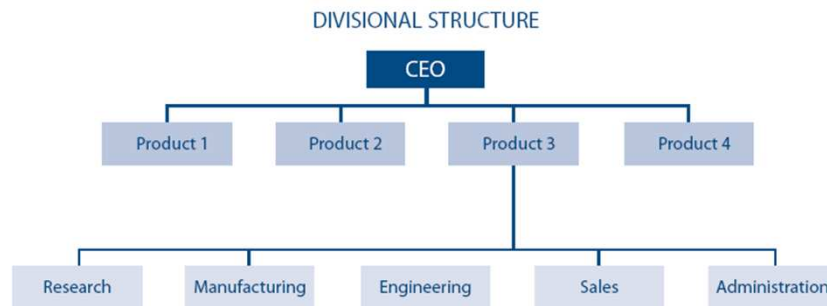
- Decision making
- Communication
- Hierarchies
- Workplace structure
- etc

Organisational Structure (1)



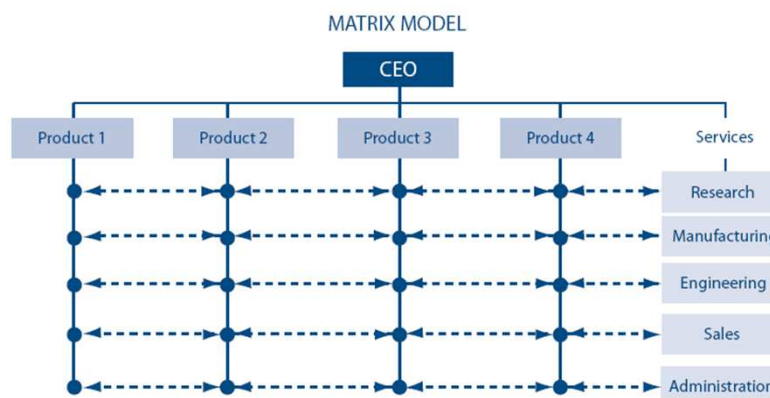
Source Anabela Mesquita

Organisational Structure (2)



Source Anabela Mesquita

Organisational Structure (3)

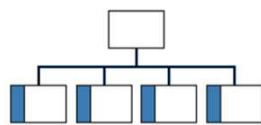


Source Anabela Mesquita

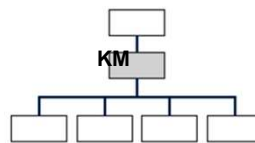
Organisational Structure

- Decision for choosing a KM organization include considerations on
 - Flat structures
 - Transparent processes
 - Strong shared values
 - Balance between individual and community interests

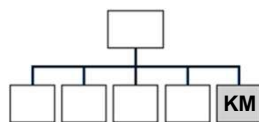
Organizational Models for the Integration of KM



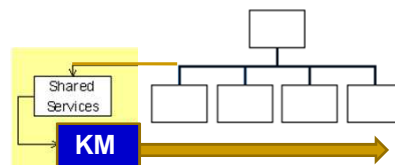
distributed / decentralized



centralized



functional / focused



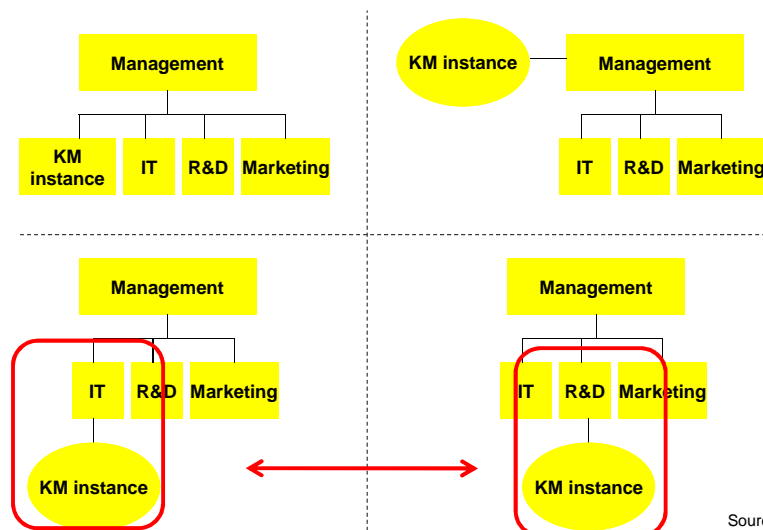
shared services / matrix control

Two guiding principles

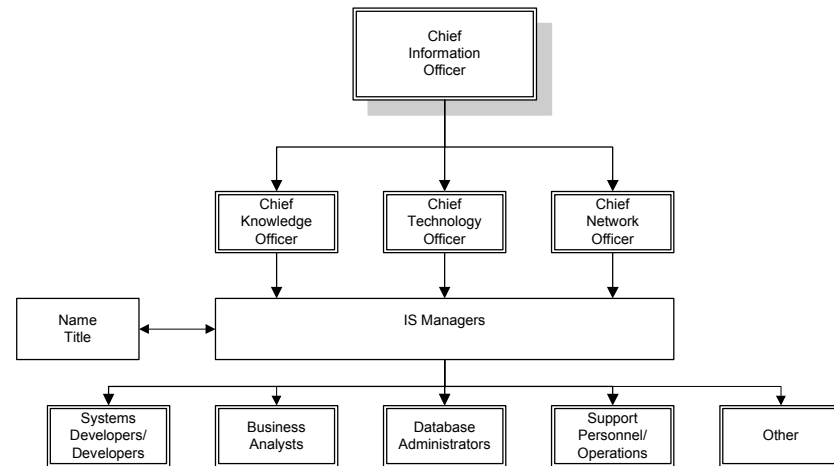
Principle of Autonomy – each organizational unit should be granted a high degree of autonomy to manage its local knowledge and its interpretation schema

Principle of Coordination – each organizational unit must be enabled to exchange knowledge with others not through the adoption of a single, common interpretation schema.

Organizational Integration of KM



KM under the roof of IT? – Differentiation Knowledge and Information Management



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IT Roles and Responsibilities

- Information technology is a relatively new functional area, having only been around formally for around 40 years
- Recent IT-related strategic positions:
 - Chief Information Officer (CIO) – responsible for all IT-related activities and ensures the strategic alignment of IT with business goals
 - Chief Technology Officer (CTO) – responsible for ensuring the throughput, speed, accuracy, availability, and reliability of IT
 - Chief Security Officer (CSO) – responsible for ensuring the security of IT systems
 - Chief Privacy Officer (CPO) – responsible for ensuring the ethical and legal use of information
 - Chief Knowledge Office (CKO) – responsible for collecting, maintaining, and distributing the organization's knowledge

New Organizational Forms

Community of Practice (CoP)

A group of people in an organization with a common professional interest, often self-organized for managing knowledge in a knowledge management system

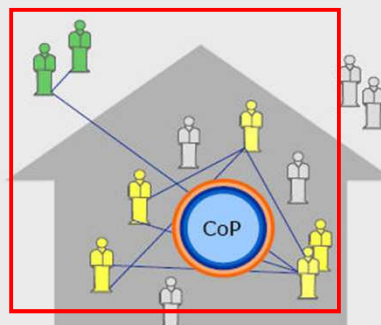
Communities of Practice (CoP's)

"Every group that shares interest on a website is called a community today, but **communities of practice** are a specific kind of community.

They are **focused** on a domain of knowledge and over time accumulate expertise in this domain.

They develop their shared practice by **interacting** around problems, solutions, and insights, and building a common store of knowledge."

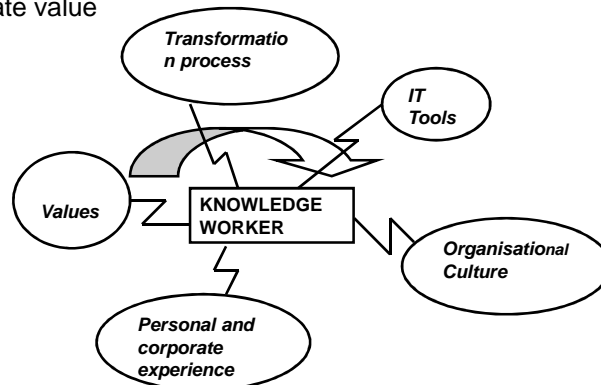
Etienne Wenger: "Communities of Practice"



(3) KM Functions and Role Definitions

What is a Knowledge Worker?

- Transforms corporate and personal experiences into knowledge through capturing, assessing, applying, sharing, and disseminating it within the organization to solve specific problems or to create value



Source unknown

Does a Firm Need a Chief Knowledge Officer?

- Only if your organization is serious about implementing a knowledge management program
- Economic realities and competitive edge factors play a large role

KM leads to new organizational Roles



Roles of People in Knowledge Management - The KM Career Ladder

- Chief Knowledge Officer (CKO) / Director of KM
- Senior Knowledge Manager
- Knowledge Manager
- Knowledge Steward (Librarian)
- Knowledge Analyst (Content Manager)
- Knowledge Engineer (Software/Application Engineer)

Source R. Kannan

Chief Knowledge Officer (CKO)

The person in charge of a knowledge management effort in an organization

- Sets KM strategic priorities
- Establishes a repository of best practices
- Gains a commitment from senior executives
- Teaches information seekers how to better elicit it
- Creates a process for managing intellectual assets
- Obtain customer satisfaction information
- Globalizes knowledge management

Chief Knowledge Officer Responsibilities

- As the principle leader of the Knowledge Management effort, the Chief Knowledge Officer (CKO) “charts the course” of the organization’s knowledge assets.
- A CKO is a corporate officer overseeing the entire knowledge management process within an organization. This executive ensures that an organization identifies and maximizes its intellectual capital. He is responsible for the decisions that need to be made, and for those who should make them, to maximize the benefits and efficiency of knowledge management activities.

Responsibilities

- Create knowledge management infrastructure
- Build a knowledge culture
- Make corporate knowledge pay off
- KM Governance (defining policies, goals and standards)

CKO Skills

- Interpersonal communication skills
- Leadership skills
- Business perspective (cost/controlling)
- Strategic thinking
- Collaboration skills
- The ability to institute effective educational programs
- An understanding of IT and its role in advancing knowledge management

Knowledge Manager

- As the primary leader of the Knowledge Management team, the Knowledge Manager is primarily responsible for managing the organization's knowledge assets.
- Depending on the depth and breadth of a particular organization, this team member may be part of a small, focused group, within the IT department, or, in a large corporation, the KM may wear one of many hats common to more lateral organizations

Source R. Kannan

Knowledge Steward

- A Knowledge Steward is the KM professional within an organization who is responsible for gathering, storing, and distributing knowledge.

Source R. Kannan

Knowledge Broker

- Knowledge brokers are performing intermediary activities that takes place between and within the spheres of science, policy and civil society in order to bridge the research-to-practice gap
- They are not necessarily formal members of the KM organization as they are intermediaries.
- With reference to the knowledge broker typology framework by Gould & Fernandez the brokers' roles could - according to which domain they belong to - be categorized as
 - 'representatives',
 - 'gatekeepers',
 - 'liaison brokers',
 - 'coordinators',
 - 'itinerant brokers'

Martín-Rubio 2013

KMS Developers and KMS Staff

- KMS developers
 - Technical Architects obtain guidance and support on the implementation of specific technologies.
 - Application Architects convey the vision and the business needs so that application requirements can be met.
 - Knowledge Engineers and Programmers design the formal knowledge structures (eg. Using ontologies), acquire the expert knowledge and implement the system
- KMS staff
 - Enterprise-wide KMS require a full-time staff to catalog and manage the knowledge
 - The Content Author to convey the mission and vision so that the content meets the needs of the organization.

KM Positions and Responsibilities in a Consulting Firm

Responsibility and term	Tasks
Central structure responsibility • Chief Knowledge Officer, Knowledge Xchange Sponsor	<ul style="list-style-type: none"> Knowledge management coordination tasks Responsibility for the whole extend and structure of the Knowledge Xchange System Analysis of the support demand
<ul style="list-style-type: none"> Knowledge Base Integrator, Knowledge Base Developer / Knowledge Base Administrator 	<ul style="list-style-type: none"> Design and development of structure, format and organization of knowledge bases System administration and database supervision: development, maintenance and administration of the organization and structure of knowledge bases

KM Positions and Responsibilities in a Consulting Firm (cont.)

Central content responsibility	
<ul style="list-style-type: none"> Knowledge Sponsor, Knowledge Integrator 	<ul style="list-style-type: none"> Active help at knowledge identification in the collective knowledge base (help desk, hotline) Avoid redundancy by central coordination of different knowledge bases: consultation with document authors when redundancies occur and parallelism in new knowledge stocks Classification of the dimensions of stored knowledge, e.g. by geographical or sectorial aspects Verification of contributions for consistency
<ul style="list-style-type: none"> Knowledge Developer, Focus Groups 	<ul style="list-style-type: none"> Development and refinement of certain knowledge contents, updating the knowledge base Broadening of the knowledge base in "leading edge" technologies
Content responsibility in the team • Knowledge Champion	<ul style="list-style-type: none"> Responsible contact person for all knowledge management activities of a project team, i.e. for using and expanding of the knowledge capital Supporting the team on KX usage Coordination, consistency maintenance and storage of team contributions in the KX system Contact person in the project team for the knowledge management team

KM Roles at Andersen Consulting

Knowledge Sponsor	Sponsors development and implementation of KM solutions; acts as KM role model and ensures that KM is successful
Knowledge Champion	Works with engagement management, relevant client team members and the KM Community to ensure that KM services are delivered effectively
Subject Matter Expert	Approves collected knowledge for broad/final use, helps repackaging knowledge for distribution, augments/creates knowledge as required
Knowledge Manager	Enables KM at user sites, facilitates knowledge contribution and access to knowledge capital, assists in use and re-use of knowledge
Knowledge Integrator	Maintains and refines knowledge capital
KM Technical Support	Develops and administers KM systems. Typically two roles: <ul style="list-style-type: none">* KM Technical Development* KM Technical Administration and Operations

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(4) Social Aspects of Knowledge Management

People and Systems

People

- **Knowledge Teams** - multi-disciplinary, cross-functional
- **Learning Organization** - personal/team/org development
- **Corporate Initiatives** – Chief Knowledge Officer

Systems

- **Knowledge Data-bases** - experts, best practice
- **Knowledge Centers** - hubs of knowledge
- **Technology Infrastructure** - Intranets, Domino Document Management

Social Infrastructure

- Enabling social and professional interchange between organisational members and other stakeholders
- Strongly influenced by the values which are emphasised within the organisation
- Knowledge management can assist with developing social capital across the organisation

Anabela Mesquita

Social Strategies Supporting the Diffusion of Knowledge

Translation

by individuals being able to describe a topic in a way that can be understood from the perspective of others

→ e.g. presentation by a marketing expert in the software development division

Knowledge brokers

supporting overlapping communities: knowledge brokers are members of multiple communities

→ e.g. a SW project manager being member of the marketing board

Boundary objects

are of interest for several groups involved, but are used and perceived in a different way

→ e.g. the use of an e-learning system differs between IT department, training specialists and system users

Marketing of KM Initiatives

Communication Instruments

- ❑ Brochures / briefing packs, that communicate personal use for the employee, raise attention and interest
- ❑ Staff magazines respective an own KM section in order to show a permanent presence, with tips or top ten of the FAQ
- ❑ Posters placed at “centers of communications”, e.g. cafeteria
- ❑ Brief information about KM added to the monthly billing
- ❑ Personal communication with knowledge officers, knowledge brokers, “Skip Level Meetings”, communication of Quick Wins
- ❑ Web presence
- ❑ Email / newsletter about recent KM developments
- ❑ Incentives for employees (mouse pads, stickers, introductory CD ROM)

Marketing of KM Initiatives

Events

- ❑ Information meetings and road shows
- ❑ User trainings
- ❑ Discussion boards
- ❑ Theme nights
- ❑ Presentations
- ❑ Role games
- ❑ welcome events for new employees
- ❑ Luncheon hours
- ❑ Workshops
- ❑ Combination with other events (management meetings, project leader trainings, etc.)

(5) Implementing KM in organizations

10-step roadmap (1)

Four phases

- I Infrastructural Evaluation
- II KM system analysis, design, and development
- III System development
- IV Performance evaluation

Source MOCURIS

10-step roadmap (2)

■ Phase 1: Infrastructural evaluation

Step 1 Analyzing existing infrastructure

Step 2 Aligning knowledge management and business strategy

■ Phase 2: KM system analysis, design, and development

Step 3 Designing the knowledge management architecture and integrating existing infrastructure

Step 4 Auditing and analyzing existing knowledge

Step 5 Designing the knowledge management team

Step 6 Creating the knowledge management blueprint

Step 7 Developing the knowledge management system

Source MOCURIS

10-step roadmap (3)

■ Phase 3: System Deployment

Step 8 Deploying with RDI methodology

Step 9 Change management, culture, reward structure design, and choice of the CKO

■ Phase 4: Performance Evaluation

Step 10 Measuring results of knowledge management, devising ROI metrics, and evaluating system performance.

Source MOCURIS

American Productivity & Quality Center's roadmap (1)

Five stages

- I Get started
- II Develop a strategy
- III Design and launch a KM initiative
- IV Expand and support
- V Institutionalize KM

Source MOCURIS

American productivity & quality center's road map (2)

Stage I Get Started

- Activity 1** Make the concepts of KM real for others in your organization
- Activity 2** Identify others to support the development of KM
- Activity 3** Look for windows of opportunity to introduce the benefits of KM
- Activity 4** Capitalize on the Internet and enlist the IT department to provide tools and a balanced view of KM

Stage II Develop a Strategy

- Activity 1** Form a KM task force
- Activity 2** Select pilots or identify current initiatives that could work as pilots
- Activity 3** Find the resources to support the pilot

Source MOCURIS

American productivity & quality center's road map (2)

Stage III Design and Launch a KM Initiative

- Activity 1** Fund the pilots
- Activity 2** Develop methodologies that can be replicated
- Activity 3** Capture lessons learned

Stage IV Expand and Support

- Activity 4** Develop an expansion strategy
- Activity 5** Communicate and market the strategy
- Activity 6** Manage growth

Source MOCURIS

American productivity & quality center's road map (3)

Stage V Institutionalize Knowledge Management

Activity 1 Embed KM in the business model

Activity 2 Realign the organization's structure and budget

Activity 3 Monitor the health of KM

Activity 4 Align performance evaluation and rewards with KM strategy

Activity 5 Balance an organizational KM framework with local control

Activity 6 Continue the journey

Source MOCURIS

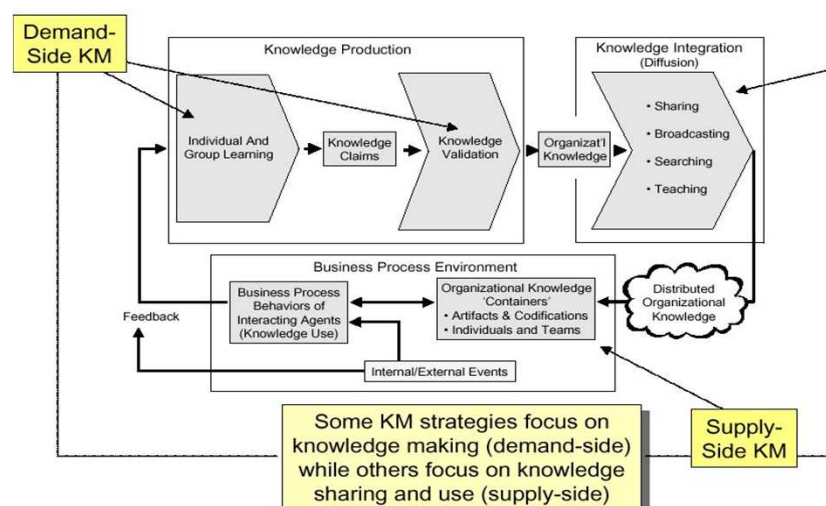
(6) Summary

Summing Up

The implementation plan contains specific recommendations, including:

- ❑ Creating an Organizational Unit
- ❑ Develop and implement Policy, Standards and Practices
- ❑ Build Awareness for KM
- ❑ Support Knowledge Work Competencies

Supply vs. Demand-side KM



Jessica Chen-Burger

Critical KM Needs

- Implement a central responsibility
- Foster consistent knowledge sharing practices
- Build a knowledge sharing culture
- Meet the challenge of Retirement and loss of knowledge
- Performance Measurements
- Provide training and re-develop KM-organization whenever necessary

Training and Certification

- Some commercial organizations began offering CKO certificate programs
- other programs such as the Certified Knowledge Manager™ CKM® or Certified Knowledge Leader (CKL)® programs could provide the necessary qualifications and background for managers to understand the requirements and responsibilities of the CKO and further new positions.

Recommended readings

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