KNOWLEDGE MANAGEMENT:
FACILITATORS' GUIDE

CONTENTS

FOREWORD

The economies of APO member countries, as in the rest of the world, are becoming more knowledge based. Today knowledge holds greater importance in our lives and is considered the key to growth and innovation. It is also widely agreed that productivity and growth have become more dependent on knowledge, and for these reasons it needs to be managed better.

Recognizing the importance of knowledge management (KM) to the economies of its member countries, and in particular its importance to small and medium enterprises, the APO commissioned a fact-finding mission to leading KM institutions and practitioners in Europe and the USA in May 2007 to study the latest trends and developments in KM and to share their best practices with the rest of Asia. Following that mission, an Expert Group was convened to formulate an APO KM framework, definition, and implementation methodology that would be practical and easy to implement specifically in the Asian context. The group comprised members from India, Japan, Malaysia, the Philippines, Republic of China, Singapore, Thailand, Vietnam, and the APO Secretariat.

The Expert Group developed a framework based on the practical experience in KM from several countries in Asia as well as from the USA, Australia, and Europe. The purpose of the APO KM framework is to provide a common understanding among member countries and emphasize its value for organizational success. The framework is simple and comprehensive, addresses all relevant elements of a KM solution, and serves as a reference for all types of organization aiming to improve performance through KM. Upon endorsement of the APO KM Framework, another Expert Group was established in March 2008 to develop a training guide and implementation approach based on the framework.

The objective of this guide, developed by representatives from India, Malaysia, Singapore, the Philippines, UK, and the Secretariat, is to help KM trainers and consultants in NPOs to understand KM and provide guidance for its implementation. This *Knowledge Management: Facilitators' Guide* provides easy-to-follow instructions on delivering training in the APO KM framework, including detailed notes on the key messages of each slide, trainer's notes, and making the transition to the next slide. The guide also contains a CD-ROM with soft copies of the *Participants' Guide* and ready-to-use PowerPoint presentation slides for KM facilitators which can be customized to meet specific needs. The aim is to provide a simple, structured, systematic approach to implementing KM in organizations. The framework and methodology ensure that no important aspect of KM will be overlooked, while reducing the variety and complexity of KM to manageable tasks. Additionally, the guide also includes summaries of cases of KM implementation in small and medium enterprises to give facilitators better understanding of KM practices in the context of SMEs, as opposed to large organizations. Detailed version of these cases are being published separately as the companion guide for KM facilitators and owners of SMEs.

I am pleased to present the *Knowledge Management: Facilitators' Guide* and related materials, which are the culmination of efforts of many experts from the region and beyond

over the past 12 months. I would like to record my sincere appreciation to all experts who contributed to the finalization of this guide. It is also my hope that these materials will be used for the promotion and implementation of KM in APO member countries.

Shigeo Takenaka
Secretary-General

Tokyo
September 2009

ACKNOWLEDGMENTS

APO KM FRAMEWORK

WORKSHOP OVERVIEW

WORKSHOP OVERVIEW

GENERAL
The ideal process for learning to present this overview is:

• Attend the module "as a participant" with only a *Knowledge Management Workshop: Participants' Guide*.

• Experience the module fully, as a participant, and take participant notes accordingly.

• After a while, attend the module again, this time as a "Facilitator" with both your *Facilitators' Guide* and your *Knowledge Management Workshop: Participants' Guide* and the notes you took.

• Experience the module fully as a Facilitator, and take Facilitator notes accordingly.

• Make sure that, at least, in your presentation you deliver properly the key messages as indicated for each slide. This is to ensure consistency and quality.

• Initially, use the examples and stories given in the *Facilitators' Guide* to reinforce the learning points.

• When you can confidently deliver the module, key messages, stories and examples, you may optionally substitute your own stories and examples for those given, to create even more credibility, depth, and style.

• The suggested presentation words and transitions to the next slide are guides and, apart from the key messages, you may change, improve or replace the wording suggested to better fit your particular presentation style.

• At the beginning of each day spend about 15 minutes with the participants to review the previous day's materials using the following format:

• What was the most striking idea that you heard or you experienced yesterday? Why is it striking to you? (Note: Give them some 2 to 3 minutes to think about this individually.)

• Are there things you heard in the previous sessions that you might consider useful in your work? What are these? How can you use them?

• Then, ask for volunteers to share.

• Summarize the sharing.

OVERVIEW OBJECTIVES
At the end of the Overview, participants will be able to understand:

• The objectives of the whole workshop

• The specific objectives of each of the workshop sessions

• The schedule of the workshop

TEACHING METHODOLOGY
Lecture, discussion

TOPICS

- Introduction
- Workshop Objectives
- Module Objectives
- Schedule

TEACHING AIDS

LCD projector, laptop, white board, easel sheets, markers, *Facilitators' Guide*, *Knowledge Management Workshop: Participants' Guide*

DURATION

30 minutes

Slide 1

Key message:

This is the starting slide of the whole workshop.

Greet the participants and introduce yourself.

Trainer notes:

The title of this workshop is "APO Workshop on Implementing KM."

APO has identified KM as a thrust area for productivity improvement in APO member countries. This course has been developed to help the workshop participants lead KM efforts in their respective organizations and member countries.

Briefly introduce yourself and your fellow trainers.

Request all participants to introduce themselves with their name, designation, organization, and expectations from the course. (This process may take about 15 minutes.)
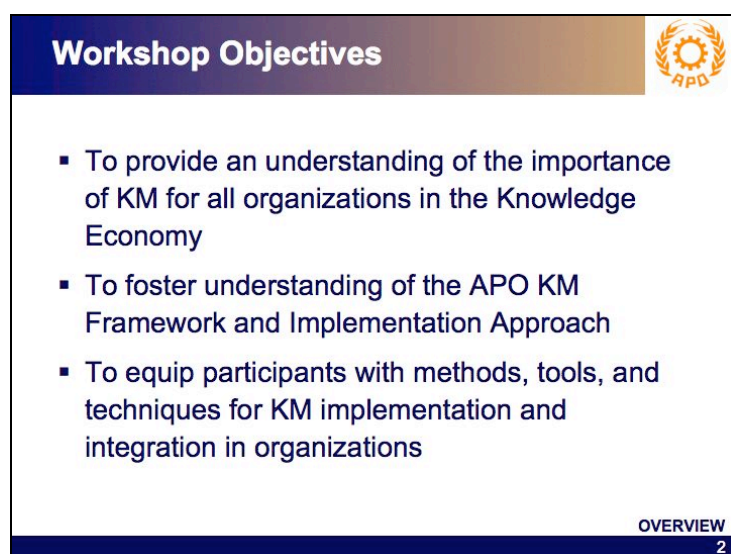
The Overview will cover the workshop objectives, specific module objectives, and schedule.

Tell the participants they should feel free to ask questions at any point during the workshop if they need clarification.

Transition to next slide:
Let's take a look at the workshop objectives.

Slide 2: "Workshop Objectives"

Key message:
This slide summarizes the objectives of the workshop.

Trainer notes:
The main objectives of the course are:

• To provide an understanding of KM in the Knowledge Economy

• To familiarize participants with the APO KM Framework and Implementation Approach

• To assist in the application of KM in the organization

Transition to next slide:
Let's take a look at the topics that will be covered in this workshop.

Slide 3: "Workshop Topics"

Key message:
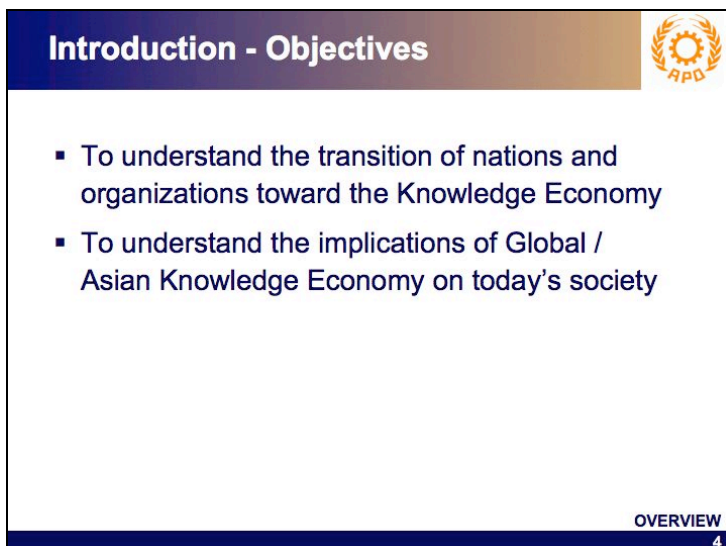The workshop is covered in four modules as above.

Trainer notes:
Explain the four modules that are covered in the workshop.

Transition to next slide:
Let's take a look at the objectives of each of the modules.

Slide 4: "Introduction – Objectives"

Key message:
The economies of nations are transforming to knowledge-based, in which Knowledge Management will play a major role.

Trainer notes:
This module will highlight the transition to the Knowledge Economy and its implications for global / Asian economy and society.
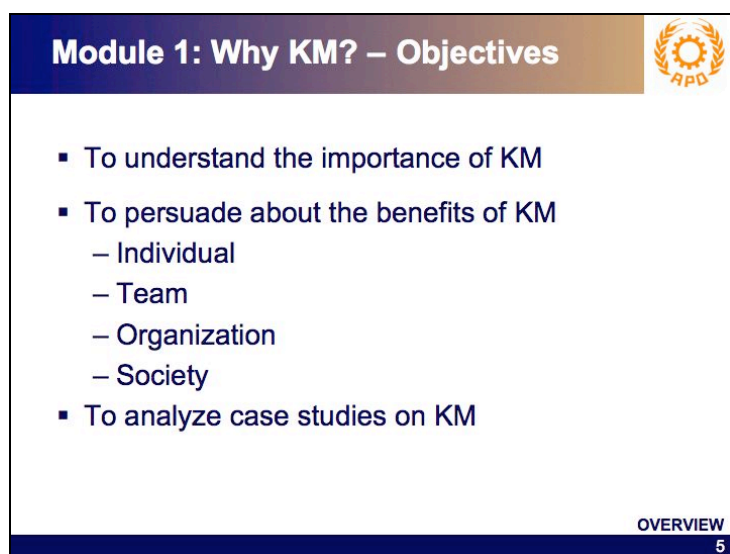
At the end of Module 1, participants will be able to understand the relevance of the Knowledge Economy and its implications.

This module will give trainers the background information needed to understand KM and its relevance in today's Knowledge Economy. When you are promoting KM to SMEs or trying to implement KM in organizations, you need not include detailed instructions from this module as it may be too heavy for the business owners to easily absorb.

Transition to next slide:
Let us take a look at the objectives of Module 1.

Slide 5: "Module 1: Why KM? – Objectives"

Key message:
Understanding the importance of KM

Trainer notes:
As the module title suggests, the importance of KM will be highlighted.
There are three key objectives of the module.

- First, we must understand why Knowledge Management is important.

- Second, we must be convinced of the benefits of Knowledge Management in the context of the individual, to the organization, and also benefits to society at large.

- Third, in order for us to be convinced, we should look at what other organizations have done as far as Knowledge Management is concerned. We will be looking at some case
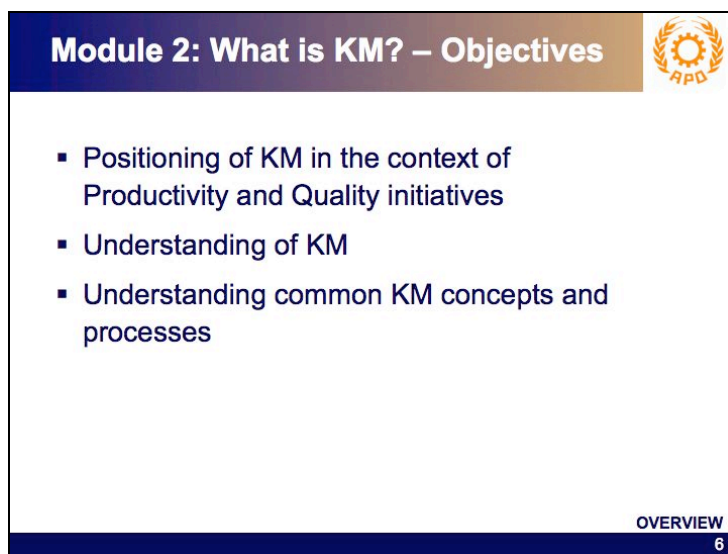
studies. The impact on the organizations and the challenges they faced along the way will also be highlighted.

- As a companion to this *Facilitators' Guide,* the APO has compiled a publication on cases of KM implementation in SMEs. A summary of eight cases is presented in Appendix 6. It is strongly suggested that you read the full cases to give you a better understanding of KM practices in the context of SMEs.

Transition to next slide:
Let's take a look at Module 2 now.

Slide 6: "Module 2: What is KM? – Objectives"

Trainer notes:
There are four key objectives for this module:

- Position and discuss knowledge management in the broader context of Productivity and Quality initiatives. Otherwise there can be much confusion about the role and objectives of effective knowledge management;

- Broad understanding of what knowledge management is;

- Introduce and discuss some common KM concepts and processes; and

- Future trends in knowledge management.

Transition to next slide:
Let us take a look at Module 3, which will focus on the APO KM Framework.

Slide 7: "Module 3: APO KM Framework – Objectives"

Trainer notes:

There are three key objectives for this module:

• First of all, it is important that we understand knowledge management in the context of APO. We need to have a common understanding of KM in APO member countries as there are several definitions of KM.

• Second, we would like to introduce you to the APO KM Framework, which is the key objective of this course.

• Third, we will go through in detail the various elements in the APO KM framework in order to ensure successful implementation of KM in organizations.

Transition to next slide:

Let's now look at what we shall cover in the last module.

Slide 8: "Module 4: APO KM Implementation Approach – Objectives"

Trainer notes:
There are two learning objectives for this module:

- The first is for participants to be able to acquire knowledge and skills in applying the APO KM Framework and the KM tools and approaches; and,

- The second is to make use of this learning in mapping out a plan of action for implementing KM.

Transition to next slide:
We will now run through the workshop schedule.

Slide 9: "Workshop Schedule – DAY ONE"

Trainer notes:
Briefly run through the schedule.

Transition to next slide:
Let's now look at Day Two.

Slide 10: "Workshop Schedule – DAY TWO"

Trainer notes:
Briefly run through the schedule.

Transition to next slide:
Let's now look at Day Three.

Slide 11: "Workshop Schedule – DAY THREE"

Trainer notes:
Briefly run through the schedule, mentioning that Days 3, 4, and 5 will be spent on implementing KM.

Transition to next slide:
Let us now look at what we shall cover in Day Four.

Slide 12: "Workshop Schedule – DAY FOUR"

Workshop Schedule – DAY FOUR

TIME	TOPIC
9:00 – 10:30 am	Module 4: Design Stage – Workshop on KM Program
10:30 – 10:45 am	COFFEE BREAK
10:45 – 12:30 pm	Module 4: Design Stage – Workshop on KM Plan
12:30 – 1:30 pm	LUNCH
1:30 – 3:00 pm	Module 4: Development Stage
3:00 – 3:15 pm	COFFEE BREAK
3:15 – 4:30 pm	Module 4: Workshop on Pilot Projects

OVERVIEW
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Trainer notes:
Briefly run through the schedule

Transition to next slide:
Let's now look at the schedule for the last day, Day Five.

Slide 13: "Workshop Schedule – DAY FIVE"

Workshop Schedule – DAY FIVE

TIME	TOPIC
9:00 – 10:30 am	Module 4: Deployment Stage
10:30 – 10:45 am	COFFEE BREAK
10:45 – 12:30 pm	Module 4: Workshop on Communication Plan
12:30 – 1:30 pm	LUNCH
1:30 – 2:30 pm	Workshop Summary and Action Plan
2:30 – 3:00 pm	Closing Ceremony
3:00 – 3:30 pm	COFFEE BREAK

OVERVIEW
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Trainer notes:
Briefly run through the schedule, mention that "at the end of the five days you all shall understand KM, and be able to acquire new tools and techniques so as to be able to implement KM in any organization."

"With time you should also be in a position to customize and localize your own presentations for specific needs and for specific audiences based on the materials presented."

Also encourage the participants to read the separate APO publication on cases of KM implementation in SMEs for better understanding of KM practices in a variety of small and medium companies and contexts.

Transition to next slide:
That wraps up the five days' schedule.

Slide 14
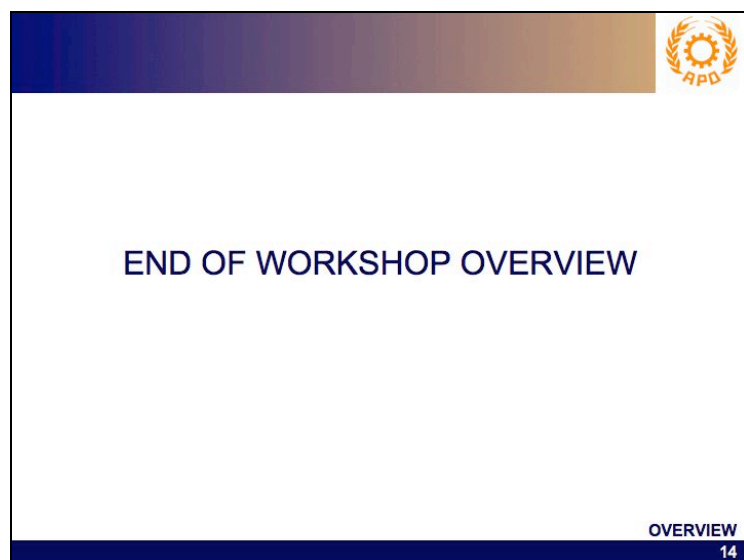
Trainer notes:
That is the end of the workshop overview.
Ask if there are any further questions with regard to the workshop.

Transition to next slide:
We will now commence with the next session on "Why KM?"

Module 1:
Why Knowledge Management?

MODULE OBJECTIVES

At the end of Module 1, participants will be able to:

- Understand the importance of KM

- Communicate the benefits of KM at each of the levels of

- Individual

- Team

- Organization

- Societal

- See applications of KM through some case studies from Asia.

KEY MESSAGE FOR MODULE

This module highlights the importance and reasons for implementing KM in an organization.

TEACHING METHODOLOGY

Lecture, discussion

MODULE TOPICS / SESSIONS AND DURATION

Module Topics / Sessions	Duration (minutes)
Objectives	10
Importance of KM	10
Benefits of KM	20
Case Study	50
TOTAL	1.5 hours

TEACHING AIDS

LCD projector, laptop, whiteboard, easel sheets, markers, PowerPoint presentation, *Facilitators' Guide*, *Knowledge Management Workshop: Participants' Guide*, blank sheets of paper
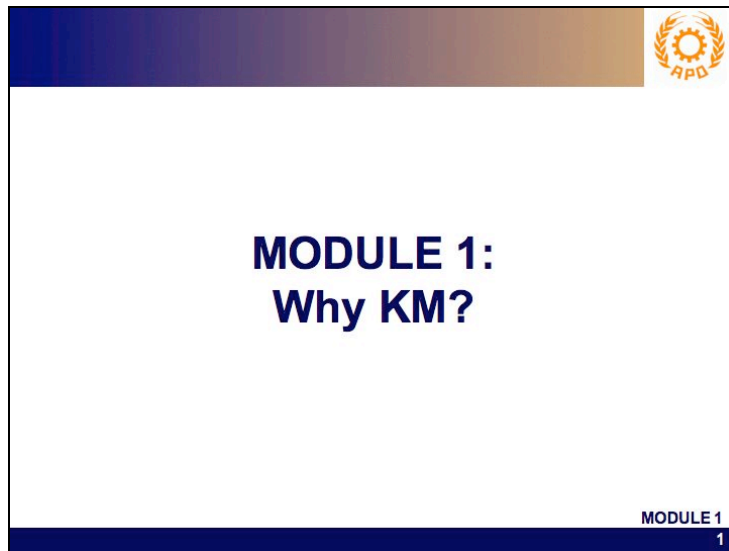
Slide 1

Key message:
This slide introduces the title of the module.

Trainer notes:
Introduce yourself.

This module introduces you to the reasons for implementing Knowledge Management.

This is the first of four modules.
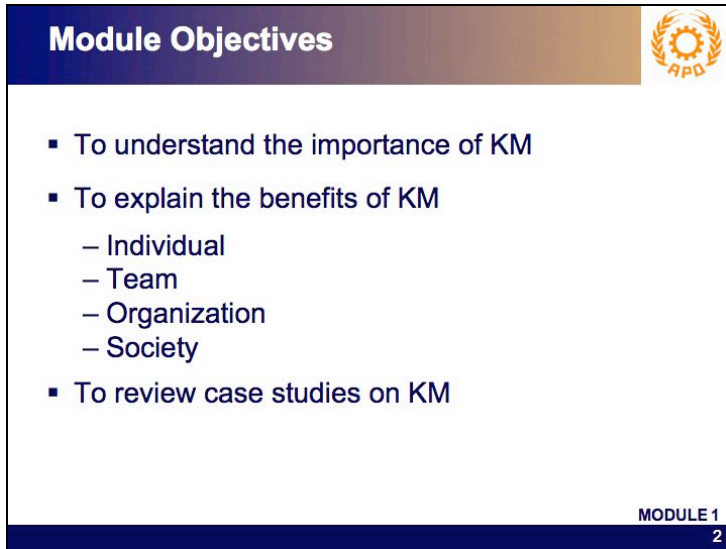
In this module we will be looking at:

• Why we should implement Knowledge Management in the organization.

• What are the benefits?

• Some interesting case studies

This module will take about 90 minutes.

Transition to next slide:
Let's take a look at the objectives of this module.

Slide 2: "Module Objectives"

Key message:
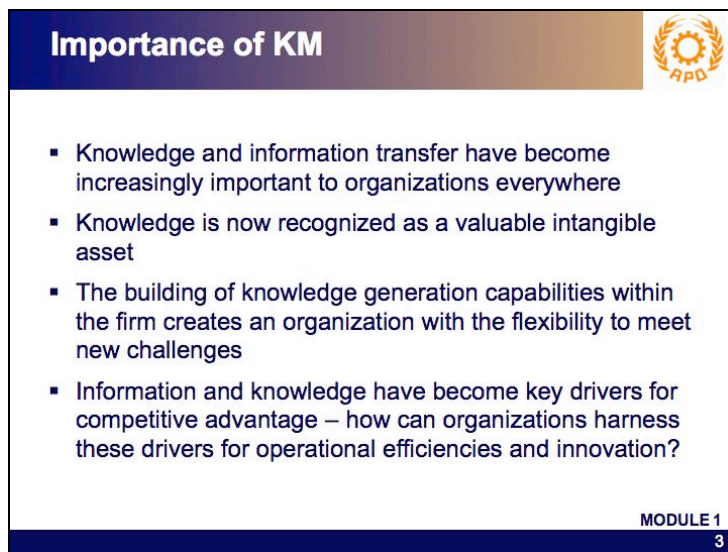Highlight the three objectives of Module 1.

Trainer notes:
There are three key objectives of this module.

• First, we must understand why Knowledge Management is important.

• Second, we must be convinced about the benefits of Knowledge Management in the context of the individual, team, and organization, and also to society at large.

• Third, in order for us to be fully convinced, we should look at what other organizations have done as far as Knowledge Management is concerned. And, what were the impacts to the organizations and challenges they faced along the way?

Transition to next slide:
Why is KM so important today? We'll look at this in the next slide.

Slide 3: "Importance of KM"

Key message:
Highlight the importance of Knowledge Management.

Trainer notes:
The present scenario in the world economy strongly emphasizes knowledge and information. Therefore, knowledge transfer, knowledge sharing, and the application of knowledge have become increasingly important.

Knowledge is now recognized as a valuable intangible asset, and some people have regarded knowledge as one of the main factors of production, besides capital and labor. In other words, it is the intangible component of labor.

The fast-changing world nowadays requires organizations to be flexible in order to meet new challenges. Therefore, the building of knowledge-generation capabilities within the firm will help the firm or organization face new challenges and be able to sustain and remain relevant in the marketplace.

Since information and knowledge have also become key drivers for competitive advantage, the question is how they can best be utilized to improve performance through operational efficiencies and innovation. The "how to" part will be elaborated in the next module.

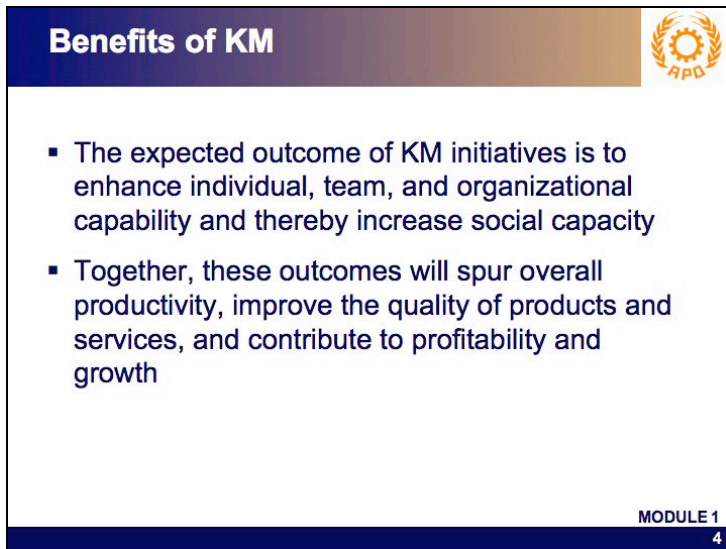Mention quote from the former CEO of Hewlett-Packard, Lew Platt:

"If only HP knew what HP knows, we would be three times more productive."

Transition to next slide:
Before we go to the "how to," let's look at some of the benefits of Knowledge Management.

Slide 4: "Benefits of KM"

Key message:
Benefits of Knowledge Management in general

Trainer notes:
The benefits of Knowledge Management go to individuals, teams, and organizations as well as to society at large. The expected outcomes of Knowledge Management initiatives are to enhance individual, team and organizational capabilities, and to increase social capacity.

The final outcome to the organization will be to increase productivity, improve the quality of products and services, and contribute to profitability and growth.

Transition to next slide:
The next slide will discuss the benefits of Knowledge Management to the individual.

Slide 5: "Benefits of KM – Individual"

Key message:
Benefits of Knowledge Management at the individual level

Trainer notes:
The individuals involved in Knowledge Management initiatives will be able to widen their knowledge and skills. These positive impacts are possible through learning and innovation in the knowledge process.

Through the knowledge process, individuals can develop positive attitudes toward learning and inculcate strong moral and ethical values. These attributes are at the foundation of individual capability development.

In the end, the collective individuals' capabilities in the organization will contribute to organizational capabilities, and finally to societal capacity.

Transition to next slide:
The next slide will explain the benefits of Knowledge Management to the team.

Slide 6: "Benefits of KM – Team"

Key message:
Benefits of Knowledge Management at the team level

Trainer notes:
The collective individual capabilities of the team will contribute to enhancing team capability. A team's capability is only as good as the individuals who make up the team.

When individuals in a team are constantly learning and sharing knowledge with each other, team capability is enhanced.

Transition to next slide:
The next slide will explain the benefits of Knowledge Management to the organization.

Slide 7: "Benefits of KM – Organization"

Key message:
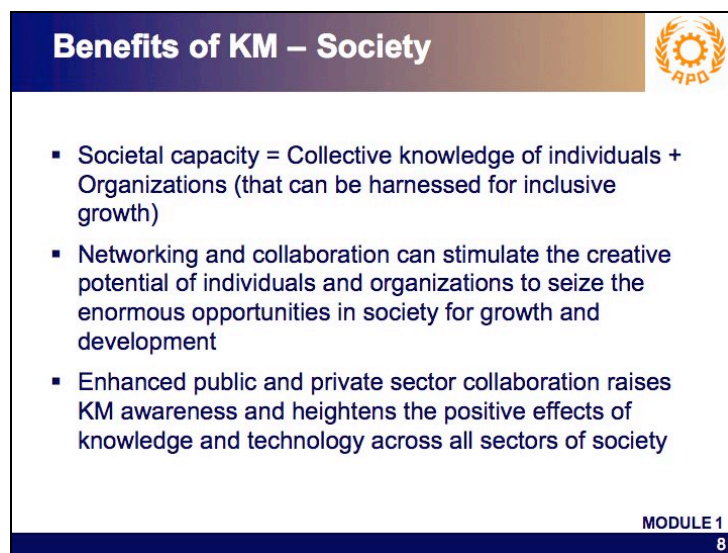Benefits of Knowledge Management at the organizational level

Trainer notes:
Knowledge Management can be used to increase organizational capabilities, achieve sustainable growth, and gain competitive advantage through improving internal processes and systems, developing core competencies, and designing innovative strategies.
Why is organizational capability important? It is critical as organizations face market shifts, rapid product life-cycles, hyper-competition, and financial crises. Organizational capability includes the ability to create knowledge, reorganize, disseminate widely, and finally embody knowledge in new products and services through innovation.

Transition to next slide:
The next slide will explain the benefits of Knowledge Management to society at large.

Slide 8: "Benefits of KM – Society"

Key message:
Benefits of Knowledge Management at the societal level

Trainer notes:
Societal capacity is the collective knowledge of individuals and organizations. With an effective knowledge management system at the societal level, the knowledge that resides in individuals and organizations will be optimized and fully utilized with synergy. It is just like a conductor who directs an orchestra of violinists, cellists, flutists, etc. and produces fantastic music!

Through Knowledge Management activities, networking and collaboration can stimulate the creative potential of individuals in the organization to seize the opportunities for growth and development.

Knowledge Management is able to enhance public and private sector collaboration in raising awareness and creating positive impact.

Transition to next slide:
The next slide will present four case studies on Knowledge Management.

Slide 9: "Case Studies"

Key message:
Asian case studies

Trainer notes:
Participants are assembled into groups comprising four or five persons. Present a different case to each group. Participants will be given 25 minutes to read the case and discuss.

Tell the participants to refer to the appendices of the *Participants' Guide* for the cases. Participants are to discuss the following two questions with regard to the case assigned to them:

• Why is the organization doing KM?

• What are the benefits of KM?

Then, each of the groups will present its case to the participants. Each group will choose a representative and will be given about 8 – 10 minutes to make the presentation.

Trainer to wrap-up and add points that not mentioned by the groups.

Salient points of Case 1: Goldsun Company
Services company: Consulting, brand development, advertising

Key drivers:

- knowledge stays with the individuals

- mistakes are often repeated

- new knowledge and practices are not regularly updated or shared

- time is wasted in collecting information / knowledge that already exists elsewhere in the organization

Barrier and culture change: Creating learning culture, insufficient content, difficult to determine the right knowledge, rewards to new ideas

Salient points of Case 2: Airtel Broadband

- Providers of telecommunication services

- Measuring the impact of KM through periodic reviews at all levels.

- In the last 3 years, 14,000 knowledge submissions were made by employees, of which 15% were internally generated. Of this number, 27% were innovations in customer service delivery.

- Create awards for innovative individuals.

Salient points of Case 3: Sunonwealth Electric Machine Industry Co. Ltd.

- Manufacturing company; major products are high-density mini-motor and micro-radiators.

- Patents and intellectual property are Sunonwealth's most precious assets in keeping its leading position in the industry. Sunonwealth spent 4–6% of its annual revenue on patent application and protection.

- The apprenticeship and mentorship systems were major initiatives for Sunonwealth to retain company knowledge and transfer it to new recruits. This has made it easier to host activities to promote knowledge-sharing behavior and to build knowledge communities.

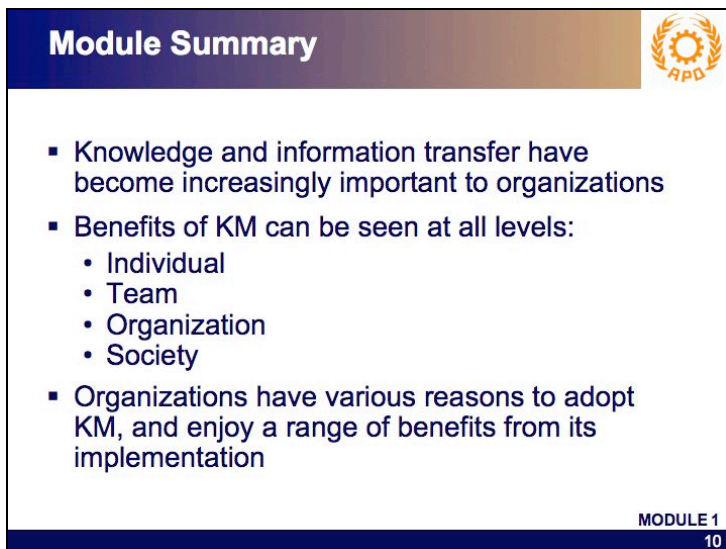**Salient points of Case 4: Philippine TQM Foundation**

- Non-profit organization in the Philippines to help small- and medium-size enterprises.

- Knowledge processes:

- Internal and external sensing through surveys

- Creating or capturing knowledge – junior experts are paired with senior experts during diagnostic projects

- Organizing, storing, and sharing knowledge – the foundation secretariat is responsible for the TQM knowledge repository

- Using knowledge – following best practices on the implementation of TQM principles and providing the most effective step-by-step procedures

Transition to next slide:
Let us summarize what we have covered in this module so far.

Slide 10: "Module Summary"

Module Summary

- Knowledge and information transfer have become increasingly important to organizations
- Benefits of KM can be seen at all levels:
  - Individual
  - Team
  - Organization
  - Society
- Organizations have various reasons to adopt KM, and enjoy a range of benefits from its implementation

MODULE 1
10

Key message:
Module summary

Trainer notes:
Highlight the key points of Module 1 emphasizing the benefits of KM at the levels of individual, team, organization, and society.

Mention that the benefits of KM realized from the case studies are specific to the organization's needs.

Transition to next slide:
Say that it is the end of the module and ask if there are any further questions.

Slide 11
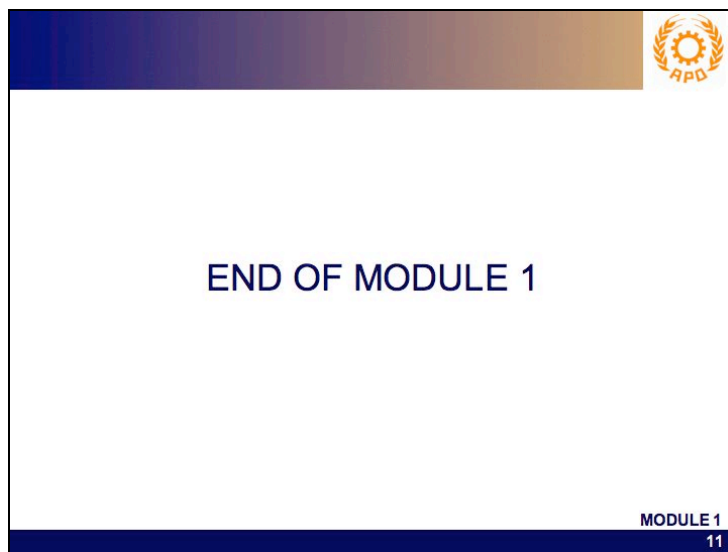
Trainer notes:
That is the end of this module.

Ask if there are any questions.

Thank the audience for their attention and participation and close the module.

MODULE 2:

WHAT IS KNOWLEDGE MANAGEMENT?

MODULE OBJECTIVES
At the end of Module 2, participants will be able to:

• Position KM in the context of Productivity and Quality initiatives

• Understand what Knowledge Management is

• Understand common KM concepts and processes

KEY MESSAGE FOR THIS MODULE
After being briefly introduced to KM, and why the need for KM, it is time to learn more deeply what Knowledge Management is, and the key common concepts.

TEACHING METHODOLOGY
Lecture, discussion, workshop

MODULE TOPICS / SESSIONS & DURATION

Module Topics / Sessions	Duration (minutes)
Positioning of KM in the Context of Productivity and Quality Initiatives	
Some Evergreen Business Principles	20
Understanding KM	
KM Definitions	5
KM Myths	5
Historical Generations of KM	5
Current Status of KM	5
Understanding Common KM Concepts and Principles	
Difference between Information and Knowledge	10
Exercise: Difference between Information and Knowledge	20
Types of Knowledge	10
Exercise: Tacit and Explicit Knowledge	30
Knowledge Assets	5
The Knowledge Process	15
KM Tools and Technologies	15
Knowledge Taxonomy	15
Characteristics of a Knowledge-Enabled Organization	5
Summary	15
Total	3.0 hours

TEACHING AIDS
LCD projector, laptop, white board, easel sheets, markers, PowerPoint presentation, *Facilitators' Guide, Knowledge Management Workshop: Participants' Guide*
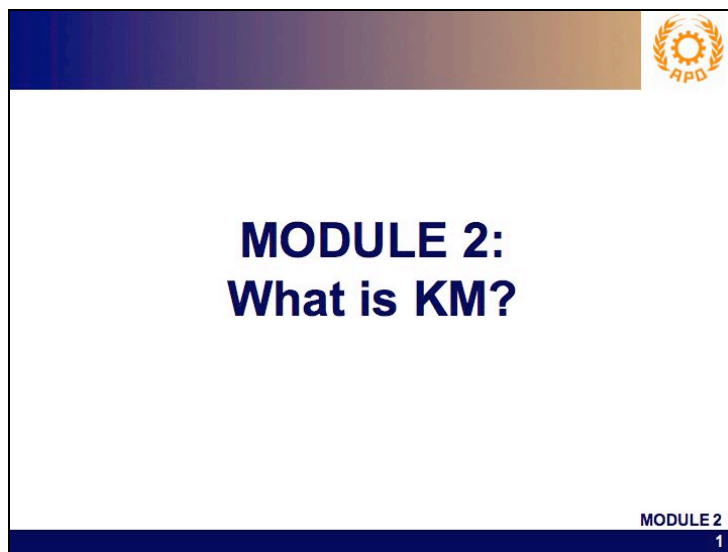
Slide 1

Key message:
This slide introduces the title of the module.

Trainer notes:
The title of this module is "What is KM?" and is the second of four modules.

We have now covered

• Module 1 Why KM?

Now we will be looking in more detail at "What is Knowledge Management?"
The duration of this module is 3 hours and we will take a break after 1.5 hours.

Introduce yourself, then say:
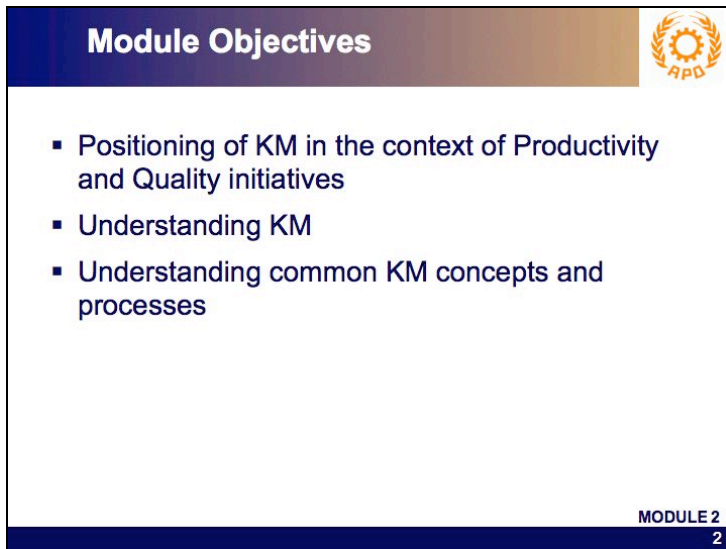
Please let me know if I am not making myself clear, if you need further clarification, or if you have a pressing question as we go.

In your *Participants' Guide* you have an exact copy of every slide I will present and you have room on each page to make your own notes.

Transition to next slide:
Let us take a look at the objectives for this module

Slide 2: "Module Objectives"

Key message:
How to position KM in the context of other P&Q initiatives, and understanding common KM concepts and processes.

Trainer notes:
There are three key objectives for this module.
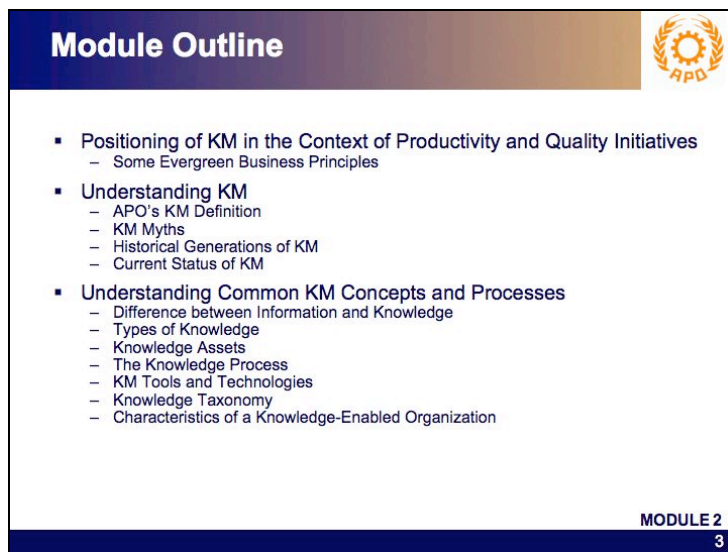
- First of all, it is important that we position and discuss knowledge management in the broader context of Productivity and Quality initiatives that you may have undertaken, or are considering. Otherwise there can be much confusion about the role and objectives of effective knowledge management.

- Second, we would like to give you a broad understanding of what knowledge management is.

- Third, we will introduce and discuss some common KM concepts and processes.

Transition to next slide:
In order to do this, we will be presenting the following topics for each of the key objectives.

Slide 3: "Module Outline"

Key message:
Our aim for this KM Program is to demystify KM and present you with some SIMPLE, PRACTICAL, EASY TO USE, yet EXTREMELY POWERFUL strategies, concepts, methods, tools, and techniques to help you more effectively create, manage, and apply KM.

Trainer notes:
When we position KM within the context of Productivity and Quality initiatives, we need to, first remind ourselves why Productivity and Quality are important, timeless or "evergreen" business principles. This will then enable us to better create value through effective knowledge management. In understanding KM we will start with the APO KM definition and also take the opportunity to dispel some KM myths. We will then look at how KM developed through the generations, and comment on the current status of KM.
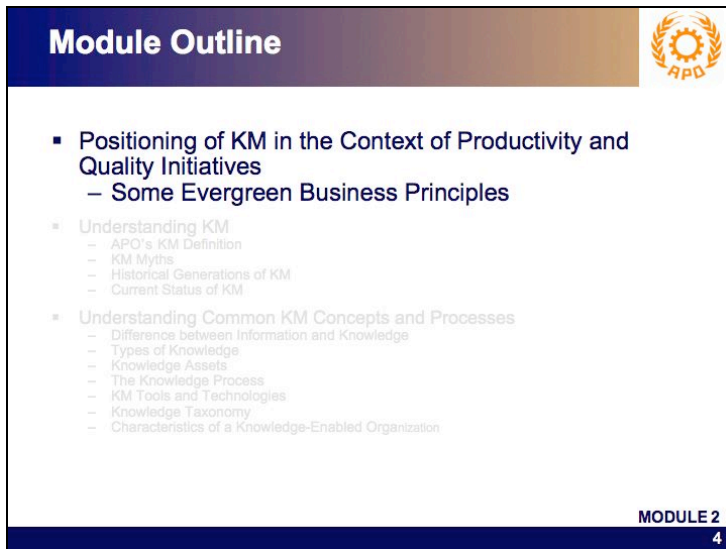
In the understanding of common KM concepts and processes we will explore together:

- The difference between information and knowledge

- Different types of knowledge

- What we mean by the term knowledge assets

- What we call the knowledge process

- Some popular KM tools and technologies

- The importance of developing a knowledge taxonomy and, finally

- Some of the key characteristics of a knowledge-enabled organization.

Transition to next slide:
So let's start with positioning KM within Productivity and Quality initiatives.

Slide 4: "Module Outline"

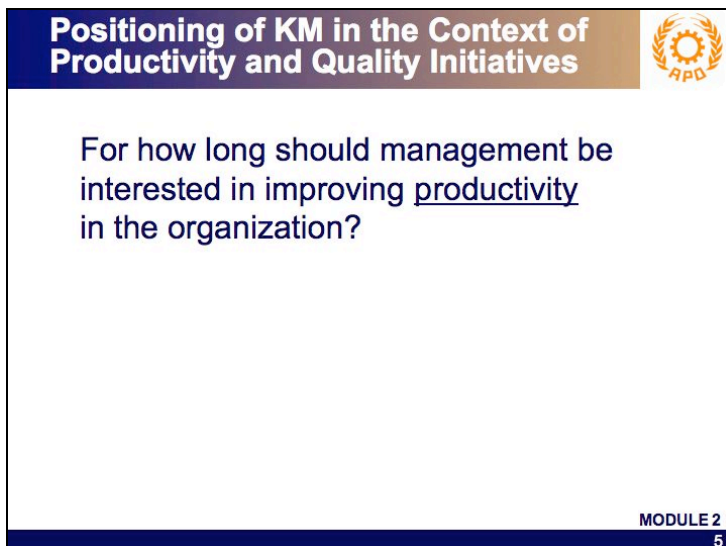Show the slide highlighting the first objective.

Trainer notes:
Let's take a few minutes to discuss and remind ourselves of some evergreen business principles.

Transition to next slide:
So let's start with positioning KM within Productivity and Quality initiatives.

Slide 5: "Positioning of KM in the Context of Productivity & Quality Initiatives"

Key message:
Improving Productivity is, and always will be, an evergreen business principle.
Improving Productivity must always be on the manager's agenda.

Trainer notes:
If you were to ask senior management from any organization, "For how long should management be interested in improving Productivity in the organization?"

Ask:
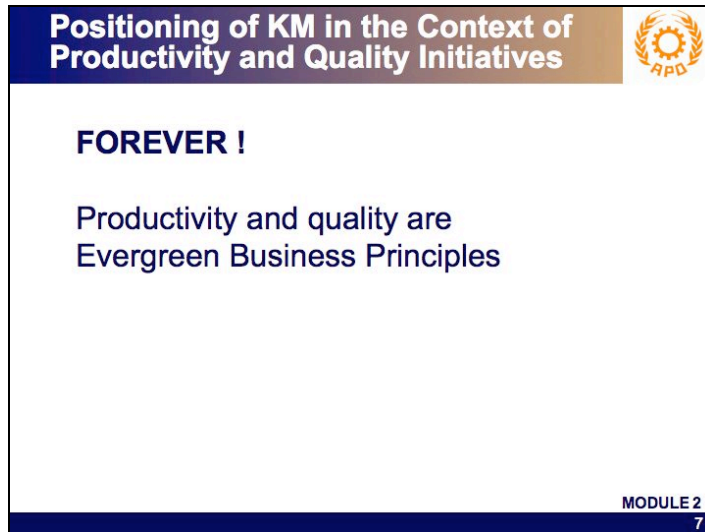What do you think their answer would be?

Discuss if necessary.

Answer:
FOREVER!

Transition to next slide:
If you were to ask senior management from any organization…

Slide 6: "Positioning of KM in the Context of Productivity & Quality Initiatives"
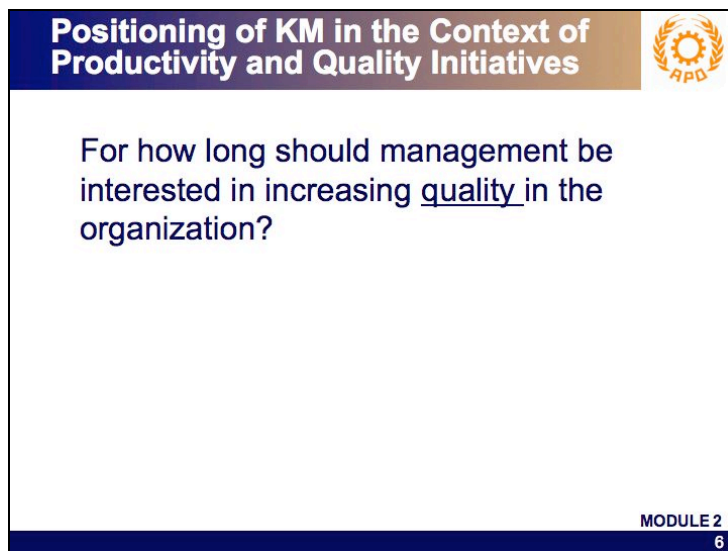
Key message:
Developing better quality is, and always will be, an evergreen business principle.
Developing better quality must always be on the manager's agenda.

Trainer notes:
"For how long should management be interested in developing better quality in the organization?"

Ask:
What do you think their answer would be?

Discuss if necessary.

Answer:
FOREVER!

Transition to next slide:
Productivity and Quality are…

Slide 7: "Positioning of KM in the Context of Productivity & Quality Initiatives"

Key message:
Evergreen Business Principles – they are timeless, and they will always be in high demand in any organization – FOREVER!
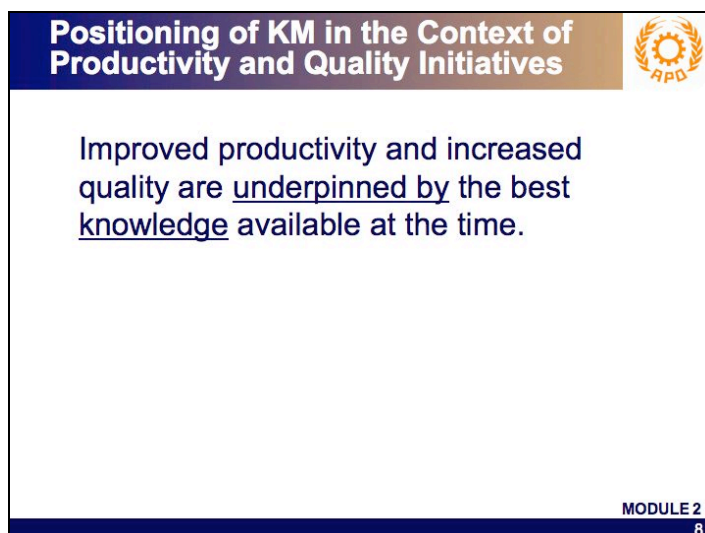
Discuss if necessary.

Transition to next slide:

Ask:
But what is one of the key factors, if not <u>the key factor</u>, that determines improved productivity and increased quality?

Slide 8: "Positioning of KM in the Context of Productivity & Quality Initiatives"

Key message:
Improved productivity and increased quality are *(stress)* underpinned by the best *(stress)* knowledge available at the time.
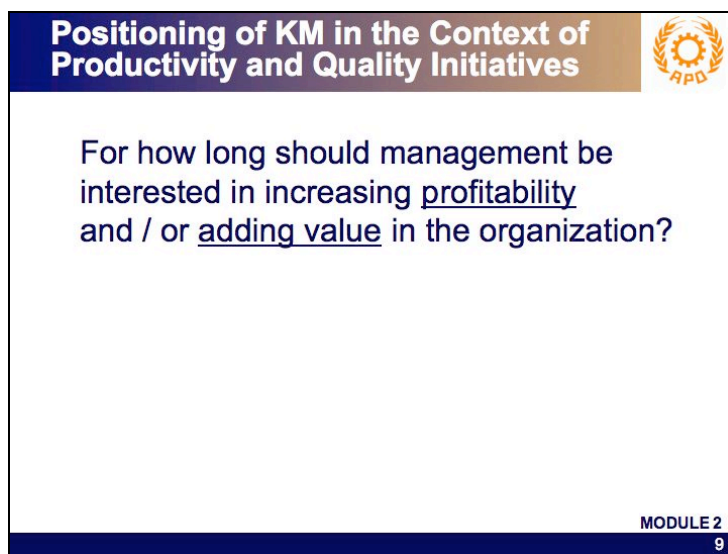
Trainer notes
Read the slide to the group.

Transition to next slide:
If you were to ask senior management from any organization…

Slide 9: "Positioning of KM in the Context of Productivity & Quality Initiatives"

Trainer notes:
"For how long should management be interested in increasing profitability and / or adding value in the organization?

Ask:
What do you think their answer would be?

Discuss if necessary.

Answer:
FOREVER!

Transition to next slide:
Effective Knowledge Management underpins everything in the organization!

Slide 10: "Positioning of KM in the Context of Productivity & Quality Initiatives"

Key message:
Effective Knowledge Management underpins *(stress)* everything in the organization!

Trainer notes:
Repeat slowly with emphasis.
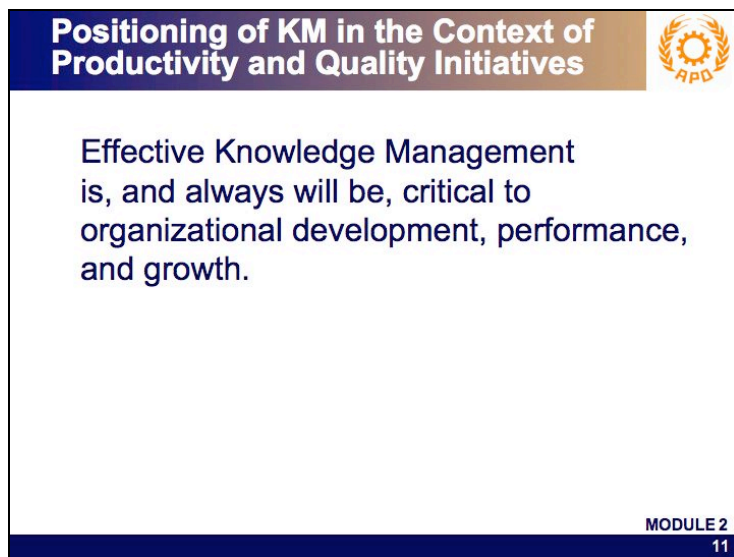
Tell the story:
Shell transforming into the "best knowledge of oil exploration, refining, and distribution" from being just an oil exploration company.

GM transforming into the "best knowledge of car design, manufacturing, sales, and service" from being just an automaker, etc.

Transition to next slide:
Effective Knowledge Management…

Slide 11: *"Positioning of KM in the Context of Productivity & Quality Initiatives"*

Read to the group, slowly and with emphasis.

Key message:
Effective Knowledge Management is, and always will be, absolutely critical to organizational development, performance, and growth.

Trainer notes:
Ask: Does this fit in with your business experiences?

Discuss if necessary.

Ask:
So, for how long should senior management be interested in better ways to access knowledge, create new knowledge, share and transfer best knowledge, and apply the best knowledge?
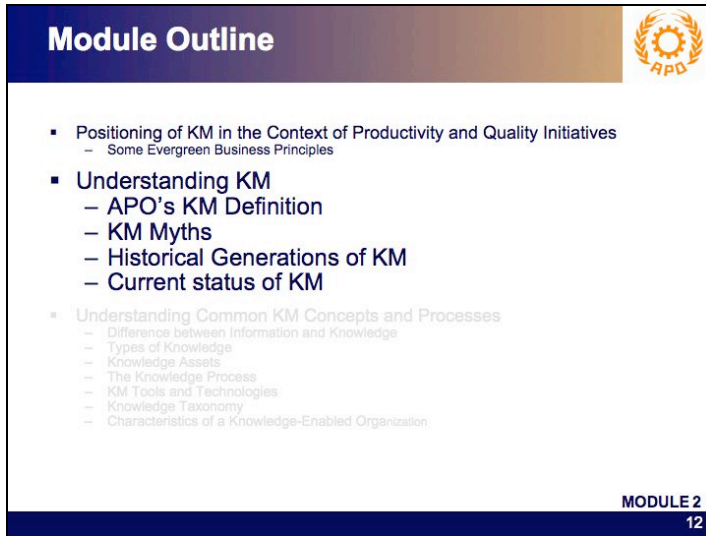
Answer:
FOREVER. Knowledge Management will increase Performance, Productivity, Quality, Profitability and Growth.
But haven't we always managed our knowledge in the past? What is really new here?

Transition to next slide:
Knowledge Management (KM) is a relatively new management discipline, so let's explore what KM really is…

Slide 12: "Module Outline"
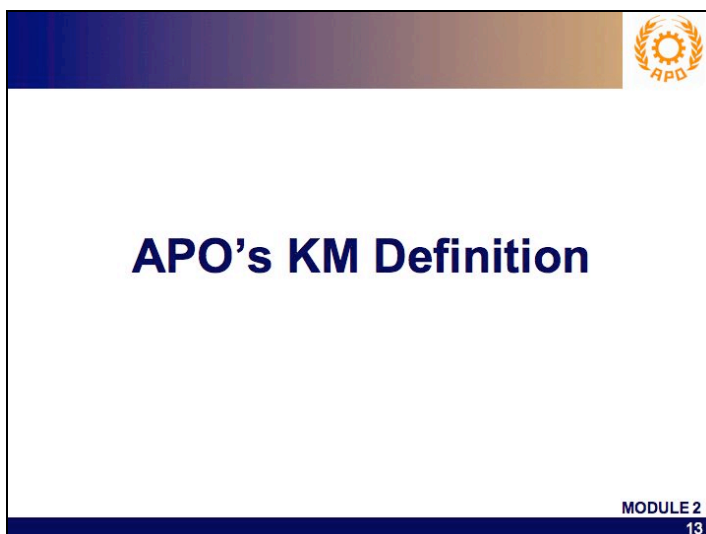
Key message:
Understanding KM

Trainer notes:
In understanding KM, let's explore:

• The APO KM definition

• KM myths

• The historical generations of KM

• The current status of KM
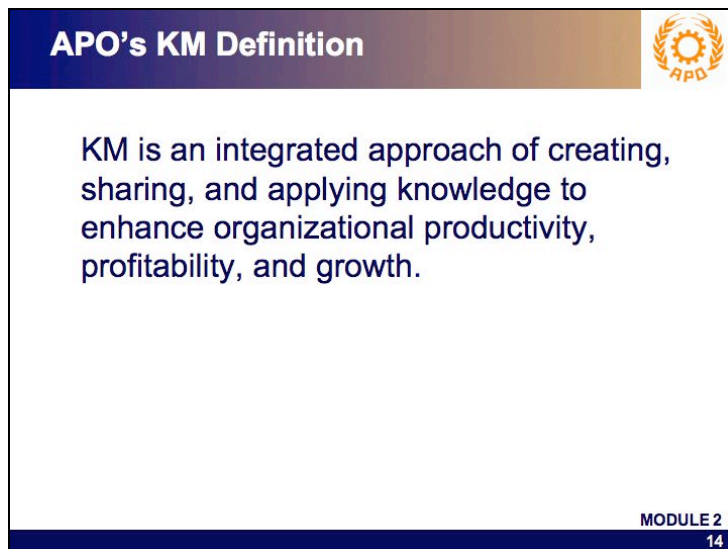
This should take us about 30 minutes.

Slide 13

Trainer notes:
Let's start with the APO definition of KM.

Transition to next slide:
APO's KM definition is…

Slide 14: "APO's KM Definition"

Key message:
KM is an integrated approach of creating, sharing, and applying knowledge to enhance organizational productivity, profitability, and growth.

(Perhaps repeat the definition for reflection and greater clarity.)

Trainer notes:
Read to the group, slowly and with emphasis.

There are some key words here:

- *Integrated* – Discuss that KM is a holistic discipline that can span the entire enterprise, and includes other disciplines as well.

- *Creating, sharing and applying knowledge* – Discuss that there is a new KM process to do this and we shall be examining it later.

- *Enhance organizational productivity, profitability, and growth* – Link back to the prior discussion where knowledge underpins everything in the organization.

Ask:
What do you think about this definition?

Discuss if necessary.

Transition to next slide:
But what is really new about Knowledge Management?

Here is another popular KM definition and perspective to add to your collection that works very well with the APO KM definition. First I will read it and then we can discuss it.

Slide 15: "What's Really New About KM?"

Key message:
Knowledge Management is the discipline of enabling individuals, teams and entire organizations to collectively and systematically create, share and apply knowledge to better achieve their objectives.

Trainer notes:
Read to the group, slowly and with emphasis.

There are three key words here:

Collectively and systematically apply

Although we have always managed our knowledge, as best we can, for the first time in history, new strategies, processes, methods, tools and technologies enable us to now do this in more collective ways, in more systematic ways, and in better ways to share and apply this knowledge. That's what is new and exciting. The result of effective knowledge management is that it will greatly accelerate organizational learning, new knowledge creation and best knowledge application.

Discuss if necessary.

But creating new knowledge for its own sake can simply be an intellectual exercise for the organization. The application must make a difference to the organization's productivity, profitability, and growth.

Transition to next slide:
The key challenge is to keep asking ourselves…

Slide 16: "The Bottom Line for KM"
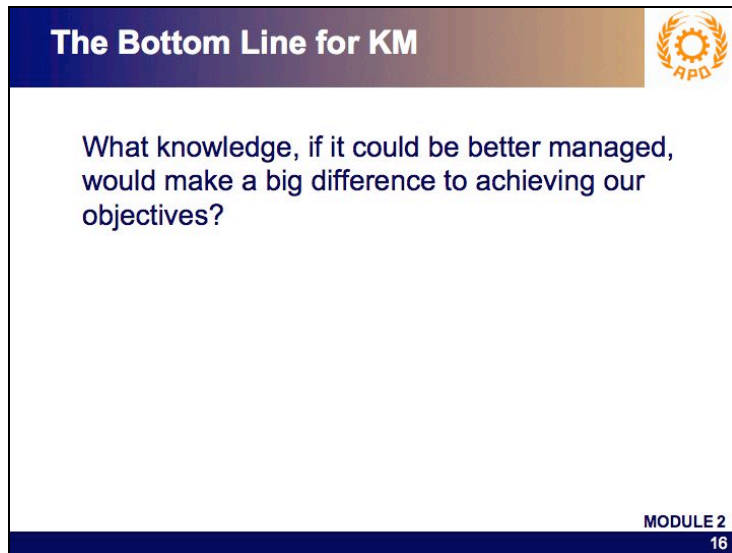
Key message:
What knowledge, if it really could be better managed, would make <u>a big difference</u> to achieving our objectives?

Trainer notes:
Read to the group, slowly and with emphasis.

This is what really interests us at the end of the day. This is what we call our critical knowledge. KM is certainly not about managing every piece of knowledge in the organization. It should be about identifying what knowledge and knowledge areas are critical to your current, and especially, your future needs, that we can apply collective and systematic processes and methods to, that will, in turn, make a big difference to achieving our objectives.

Tell the story:
The Asian container port that had world class logistics knowledge but really needed to identify and develop customer knowledge for survival from fierce Asian competition.

Ask:
Do any of you have similar experiences to share with the group?
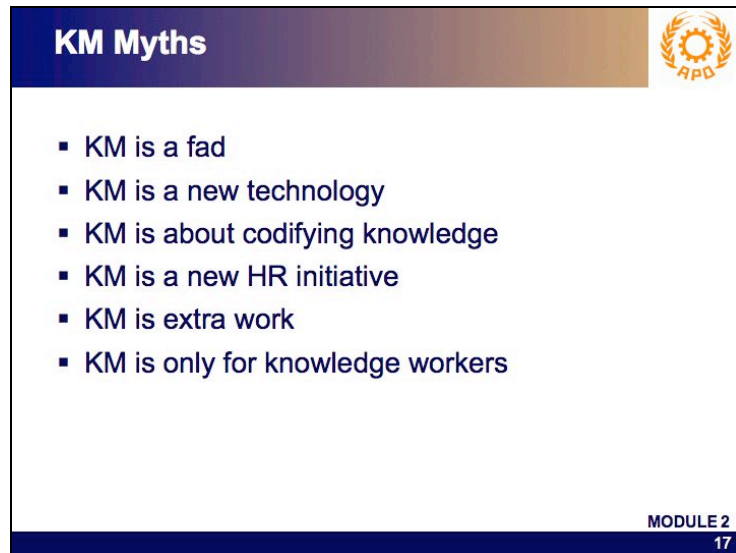
Discuss if necessary.

So, from the APO definition we learn that KM is an integrated approach of creating sharing and applying knowledge to enhance organizational productivity, profitability and growth. And we also have learned that this integrated approach uses new collective and systematic approaches. So what is this approach, in more detail?

Transition to next slide:
Well, just before we do that, let's dispel a few of the KM myths that are circulating…

Slide 17: "KM Myths"

Key message:
There are some well known myths that have built up over the years, and it is worthwhile to examine and dispel them at this early stage.

Trainer notes:
1. The first one is that <u>KM is just another fad</u>. "Yet another initiative in an age of initiative" – it is! Well we hope you agree with us, from the earlier discussion we had on the creation, sharing, and application of knowledge, knowledge that underpins everything in the organization, that knowledge is an evergreen business principle. In 50 years time, we are certain that organizational leaders and managers will be just as interested in effective knowledge management as they are now. Perhaps even more so. Despite what some may say, KM is not a fad but a discipline based on timeless principles.

2. <u>KM is a new technology</u>. Well, it certainly was the new technologies, not least the worldwide web, that provided us with the "potential" to work with knowledge in radically new ways, but KM is certainly not just a technology. KM, as you will see, is about integrating a new knowledge leadership, knowledge strategies, creating a knowledge-sharing culture and networks, embedding KM processes into the work practices and processes, and using some new technologies to support and enable new ways of knowledge working.

3. <u>KM is about codifying knowledge</u>. Codifying critical knowledge, to better share and apply, is a key part of KM for some organizations. But it is just a part. KM is equally interested in creating, surfacing and transferring knowledge that is in the heads of people. This tacit knowledge, as we call it, is by far the most important type of knowledge of all.

It's about making critical knowledge explicit in some codified form, for some reasons, and accelerating tacit knowledge creation and transfer, for other reasons. We will be looking into this more closely later.

4. <u>KM is a new HR initiative</u>. Although KM may be born in some HR departments and, often, it is also born in many IT departments, to be truly effective it needs to embrace the whole of the organization, and, ideally, integrate both HR and IT disciplines

5. <u>KM is extra work</u>. If KM is perceived as extra work to our main work, it will certainly fail.

KM disciplines must be embedded in existing work definitions as the "better way we work around here." Effective KM can also be an automatic by-product of implementing new knowledge strategies, processes and tools. Sometimes this requires people to see their work completely differently. KM requires a paradigm shift. We will look at all this in more detail later, but please remember that if people perceive KM as another initiative, extra to their usual work, it is doomed to failure or mediocre results, rather than extraordinary results it in fact can achieve.

6. <u>KM is only for knowledge workers</u>. KM is simply for everyone. Everyone is concerned with managing their personal and/or team knowledge, at the very least.

Discuss if necessary.

Transition to next slide:
Having dispelled the myths, let's now take a quick look at where KM came from, and how it evolved over the years through several generations.

Slide 18: "Historical Generations of KM"

Historical Generations of KM

- 1st Generation – ICT / Web-based Systems
- 2nd Generation – Collaborative Communities
- 3rd Generation – KM-Enabled Processes
- 4th Generation – Strategic Enterprise KM
- 5th Generation – Inter-Organization KM

MODULE 2
18

Key message:
It is often stated that there are several historical generations of KM. Let's take a closer look at these historical developments.

Trainer notes:
1st Generation – ICT / Web-based systems. These technologies came first and, as said earlier, provided the potential to work differently. But in themselves, the technologies, especially the collaborative technologies, are not sufficient for effective KM. This first generation appeared in the early decade of the 1990s.

2nd Generation – Collaborative Communities. With the realization that KM was not just a technology, came the second generation, which was based on collaborative teamwork and collaborative community work and research. This started in the mid-1990s and began to provide some useful value. Generation 1 was technology-based, whereas Generation 2 was far more team- and people-based.

3rd Generation – KM-Enabled Processes. Partially as a result of innovative process redesign, in the mid 1990s a better understanding of the processes of learning and learning organizations along with emerging technologies that allowed innovative new process design, the 3rd Generation of embedding and enabling new KM Processes started to appear toward the year 2000.

4th Generation – Strategic Enterprise KM. In 2000+ came the fuller realization that knowledge, when used as a strategic asset, was, and indeed is today, highly effective and can create very high value to all organizations. It started around 2001.

5th Generation – Inter-Organization KM. For the past few years, the more illuminated organizations have realized that although KM is critical across the organization, it becomes even more valuable when it is implemented across multiple organizations, creating more effective clusters, communities, and, ultimately, more dynamic knowledge-driven and knowledge-based economies and societies. It also started around the year 2000.
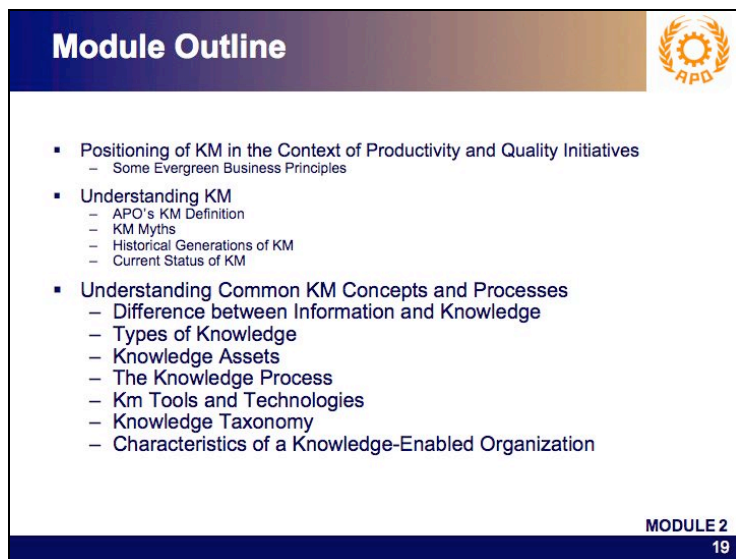
So we can talk today of at least five different evolutions or historical generations of KM. When we discuss the future of KM later today, we will look at the likely future generations of KM that are emerging in the discipline.

That takes us to the current status which we are presenting through this KM Program.
In the next module, Module 3, we will be looking at the latest APO KM Framework and Implementation Approach.

Transition to next slide:
So let us now take a look at a better understanding of common KM concepts and processes.

Slide 19: "Module Outline"

Trainer notes:
For a better understanding of common KM concepts and processes we will explore together:

• The difference between information and knowledge

• Different types of knowledge

• What we mean by the term knowledge assets

• What we call the "knowledge process"

• Some popular KM tools and technologies

• The importance of developing a knowledge taxonomy and, finally

• Some of the key characteristics of a knowledge-enabled organization.

But, before we do, let's remind ourselves, once again, of one of the key aims of this KM Program.

Key message:
Our aim, for this KM Program, is to demystify KM and present you with some SIMPLE, PRACTICAL, EASY TO USE, yet EXTREMELY POWERFUL strategies, concepts, methods, tools and techniques to help you more effectively create, manage, and apply knowledge, as an individual, as a team, as an entire organization, and even beyond the organization, perhaps to customers, suppliers, strategic partnerships, communities, professional networks, and how this contributes to society as a whole.

Transition to next slide:
So let's begin by first discussing the differences between information and knowledge.

Slide 20
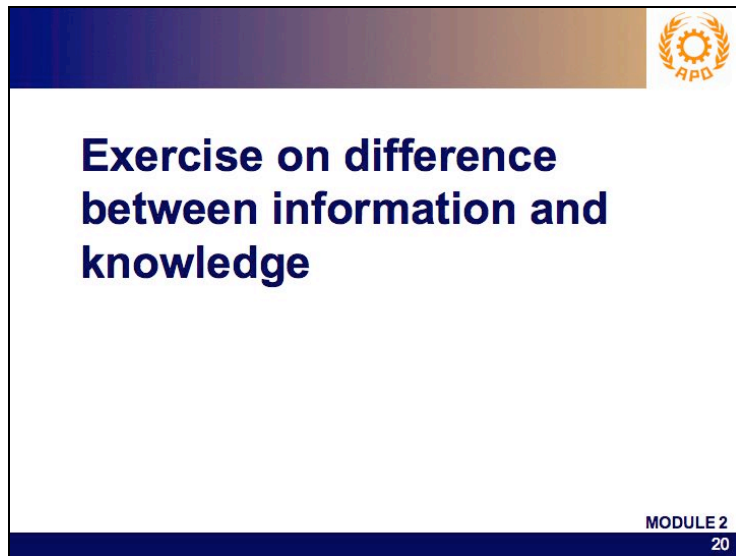
Trainer notes:
Many people ask, "What's the difference between information and knowledge?"

Here is a way to better understand the difference.

Draw on a flipchart two icebergs and label the smaller visible tips that appear above the surface of the water as "explicit" knowledge. Label the larger deeper submerged parts as "tacit" knowledge.

Explain that we have deep tacit knowledge and when we wish to transfer knowledge to another, we make a part of it explicit (in speech, book, email, presentation, etc.) Draw a line between the two explicit tips of the icebergs and label it INFORMATION.

Discuss how our explicit knowledge is really just information to the recipient until he/she has chosen to internalize it and add it to their own tacit knowledge.

Key message:
We have far more tacit knowledge than we can ever make explicit.
If somebody already knows what you are communicating, then both parties know.
If somebody does not know what you are communicating, then it is information to them until they have gone through the learning process to internalize and add it.

Knowledge is internal to humans, information is external.

Transition to next slide:
So let's summarize this by saying:

Slide 21: "Information and Knowledge"

Trainer notes:
We know that knowledge resides in our heads. It is the result of all the new learning, experiences, values, beliefs, etc., that we have had all our lives. In KM circles we refer to this knowledge in our heads as "tacit knowledge."

But when we try to share or transfer our knowledge to another person or persons we do this by first making our tacit knowledge "explicit" in some form that can be communicated as information. For example:
- speaking to another
- writing to another in some form, e.g., email, letter, document, book, article
- presenting pictures, graphs, models, and illustrations

These are all forms of explicit representations of knowledge, so that we can communicate with others.

Key message:
There is a process for knowledge transfer that first converts our tacit knowledge to explicit. Then explicit to explicit. And finally, explicit to tacit. We can transfer tacit to tacit, but that requires more social interaction.

Transition to next slide:
Let's see how that knowledge transfer process works in our daily work.

Slide 22: "The SECI Model – Modes of Knowledge Transfer"
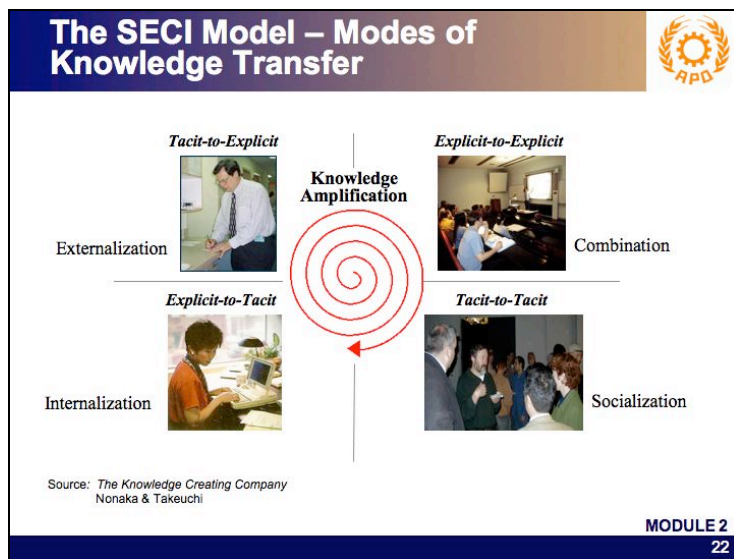
Key message:
Professors Nonaka and Takeuchi suggest, in this SECI Model, that although all four modes of knowledge transfer are happening all the time, encouraging more social networking through office environments, collaborative teamwork, water cooler chats, lunches, dinners, etc., can significantly accelerate and amplify tacit and explicit knowledge and knowledge transfer within an organization.

Trainer notes:
Two Japanese professors, Nonaka and Takeuchi, wrote a best selling KM book called "The Knowledge Creating Company." In this book, they explain in detail how we transfer knowledge, and how we can accelerate and amplify the process.
It's called the SECI Model. SECI is an acronymn for the four modes of knowledge transfer (Socialization, Externalization, Combination, and Internalization).

Externalization is the "tacit-to-explicit" mode of knowledge transfer we have just discussed. In the picture a doctor is writing an "explicit" prescription based on his tacit knowledge.

Internalization is the "explicit-to-tacit" mode of knowledge creation we have also just discussed. In the picture, a woman is reading and learning information that is codified digitally on the World Wide Web.

Both these modes are "one-way" either externalizing or internalizing. But Combination and Socialization are "two-way" modes of information communication and learning.

Combination is the "explicit-to-explicit" mode of knowledge transfer. In the picture, a teacher is presenting and speaking and communicating information explicitly in the classroom, but students are also communicating information back to the teacher.

Socialization is the more immediate, direct "tacit-to-tacit" mode of knowledge transfer. In the picture, a group of people are discussing a matter more eagerly and intensely than in *Combination*. This enables information to also be communicated through body language in a richer form. Also, people in such social interactions feed off each other more rapidly, and this can result in even faster knowledge transfer and new learning and knowledge assimilation.

Transition to next slide:
Let's now do an exercise that will illustrate the SECI Model's four modes of knowledge transfer and knowledge amplification.

Slide 23
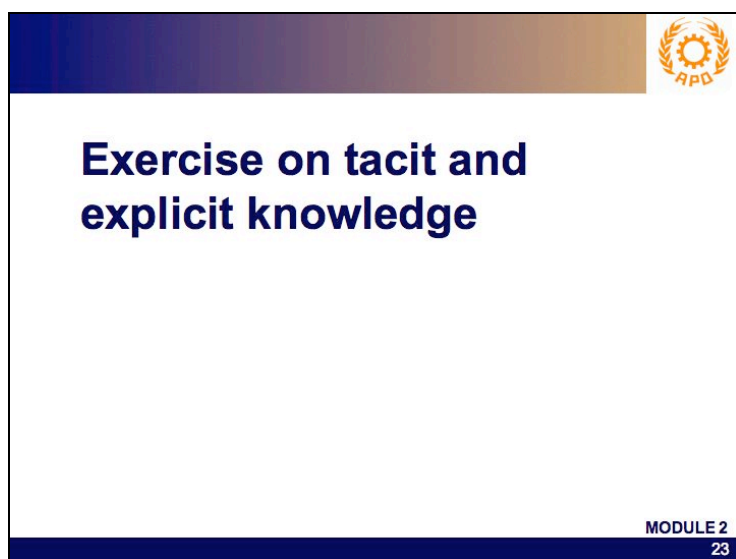
Key message:
Collaborative teams are the new units of knowledge creation in a knowledge-driven organization.

Trainer notes:
This exercise is called "Famous Global Brands"

The exercise has two parts. First we will ask you to do something individually for 5 minutes. Then we will ask you to work in a team for 15 minutes.

Take a piece of A4 paper and draw a horizontal and vertical line to divide it into four boxes.

Ask:
How many of you are familiar with "Starbucks" coffee?
How many of you are familiar with "Coca Cola?"
How many of you are familiar with "McDonald's" hamburgers?
How many of you are familiar with "Kentucky Fried Chicken?"

Of course you all are. But how well?

For the first part of the exercise I would like you to individually draw each of these famous global brand logos in the four separate boxes. (No sharing with others and no peeking!)

Then 5 minutes later, say:
Now go to your team flipchart and work together for 15 minutes to produce a team version of each of the famous global brands.

Then debrief:
Score both your individual and team efforts out of 10 points each, with 1 as "poor" and 10 as "excellent." How did you do?

The team result is always much better quality.

Validating, questioning, challenging each other, and testing new ideas, results in surfacing much more of the tacit knowledge "that we already knew" than when we do this individually.

Collaborative teams create a special synergy.

The results are much better when people in the team are working in an enjoyable environment (having fun).

Transition to next slide:
Let's now take a look at what we mean by the term "knowledge assets."

Slide 24
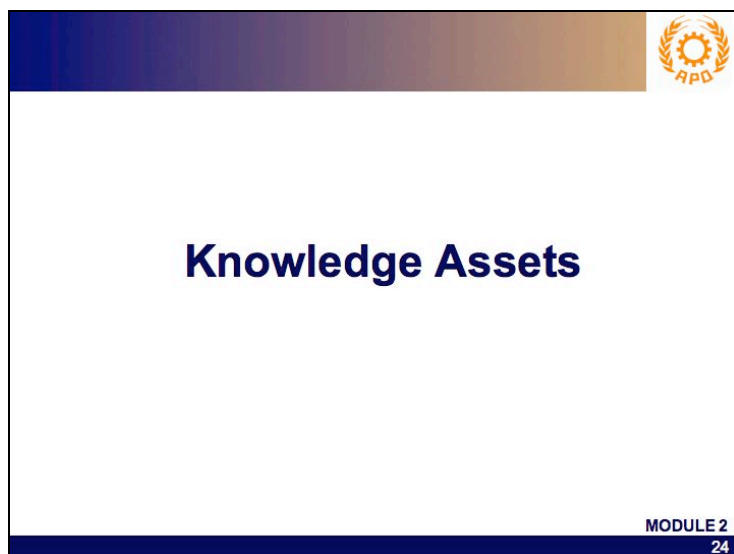
Key message:
Knowledge, which is inside our heads, cannot readily be measured. It's too fuzzy. However, knowledge assets can be both measured and managed.

Trainer notes:
We are all familiar with the term "asset." The dictionary defines an asset as "a useful or valuable person or thing; property, and possessions."

An asset can:

• have a value

• create income

• have a lifespan

• be measured

• be managed

In KM circles we are interested in "knowledge assets." As the most valuable and up-to-date knowledge, tacit knowledge, resides in the heads of people, then people are the key knowledge assets as individuals, teams, networks, communities, organizations, etc.

But also, that knowledge which is made explicit, and perhaps codified as documents, process descriptions, policies and procedures, good practices, software, books, training programs etc., can be a key knowledge asset, too.

In identifying and categorizing knowledge assets in an organization, we refer to people knowledge as "human knowledge assets" and codified knowledge as "structured knowledge assets" and much of the characteristics and discipline of professional asset management can be applied to knowledge asset management.

Open your flip chart, say:
You may like to note in your *Participants' Guide* the three categories of knowledge assets that are being used extensively.

Write:
Human Knowledge Assets
Structural Knowledge Assets
Stakeholder, or Social, Knowledge Assets

Transition to next slide:
Even more importantly, knowledge assets are now recognized as key and critical assets in many knowledge-driven organizations today.

Slide 25: "Knowledge Assets and IC (Intellectual Capital)"
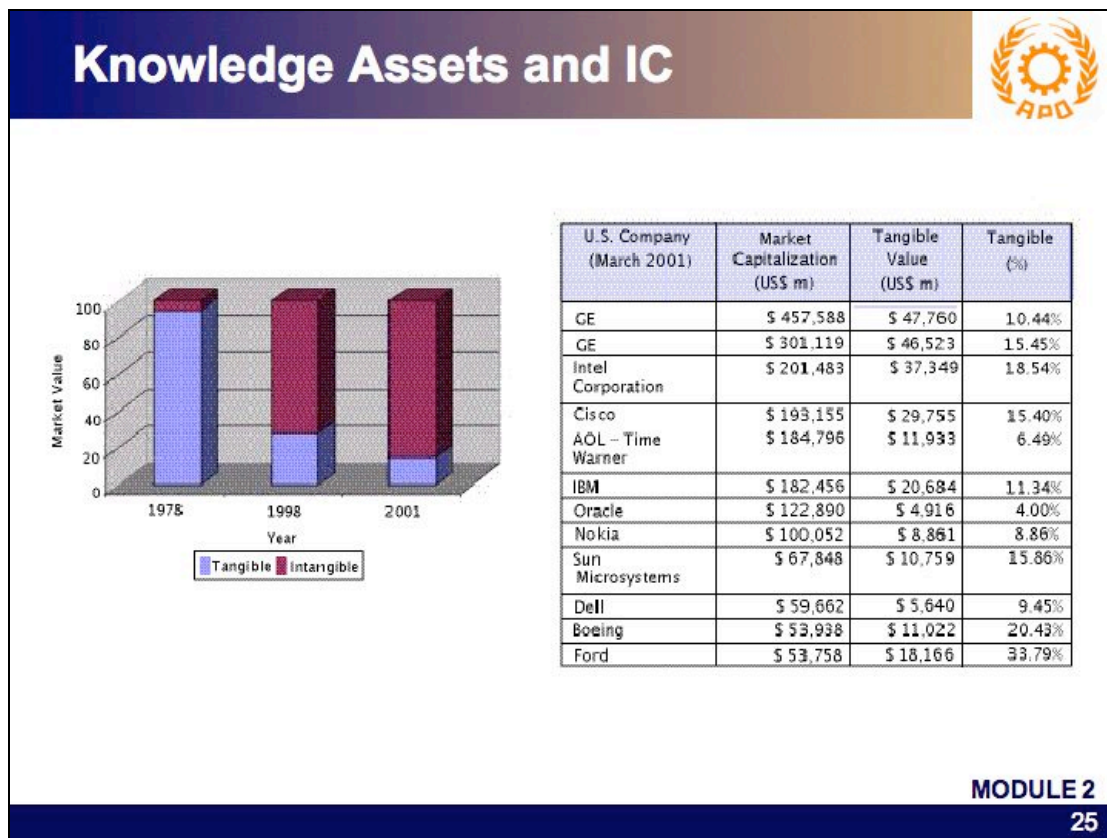
Trainer notes:
In Module 1 we introduced the notion of knowledge assets. Let us recap this important point and, as further evidence of the increasing value of knowledge assets in an organization –which are often also referred to as "intellectual capital" – please consider this slide.

It shows that over a 20-year period the value of knowledge assets (intellectual capital) in publicly quoted organizations on stock exchanges has rapidly increased and overtaken the value of tangible assets in the organization (such as plant and machinery, buildings and land, vehicles, etc.).

Key message:
Many organizations do not hesitate to employ people to properly manage their physical assets.

Yet today, by far the most valuable assets in most organizations are their knowledge assets. Therefore, it is vital to properly manage them too. This is what the discipline of Knowledge Management, or Knowledge Asset Management, is really about.

Transition to next slide:
Let's now take a look at what we mean by the "KM Process."

Slide 26

Key message:
A collective and systematic KM Process can make a very big difference in organizational development, performance, effectiveness, profitability, and growth.

Trainer notes:
Whereas a task or a project may be a one-time event, with a clear beginning and end, we know that a process is a continuously occurring set of defined tasks.

So, in KM circles, we realized that the steps in creating, sharing, and applying knowledge could be built into a systematic, and even collective, process. This process we call the "KM Process" or "Knowledge Process." It can then be embedded into the existing work processes and practices of the organization at all levels. The result will be even more effective creation, transfer, and application of knowledge and even better management of the key knowledge assets.

Transition to next slide:
Let's take a look at the five basic steps in the "KM Process."

For ease of remembering, we shall call it the "ICSSA Model."

Slide 27: "5 Steps in the KM Process"

Key message:
Embedding the five steps contained within the KM Process into the organization at all levels – personal, team, organization, and even inter-organization – will dramatically improve the organization's productivity, quality, profitability, and growth.

Trainer notes:
The basic KM Process can be considered to have, at least five steps. Briefly, they are:

Identify – This step means identify the knowledge that is important for you to capture and/or develop.

Create – This step means perform the best practices and processes and use the best tools for creating new knowledge.

Store – This step means use the best tools and environments to effectively store the knowledge.

Share – This step means using the best practices, processes, tools, and techniques to transfer and amplify the knowledge.

Apply – This step means the best ways to access the knowledge and use it effectively, in order to achieve the results you are seeking.

Transition to next slide:
But these five steps are not really sequential steps at all.

Slide 28: "Brief Introduction to the KM Process or ICSSA Model"
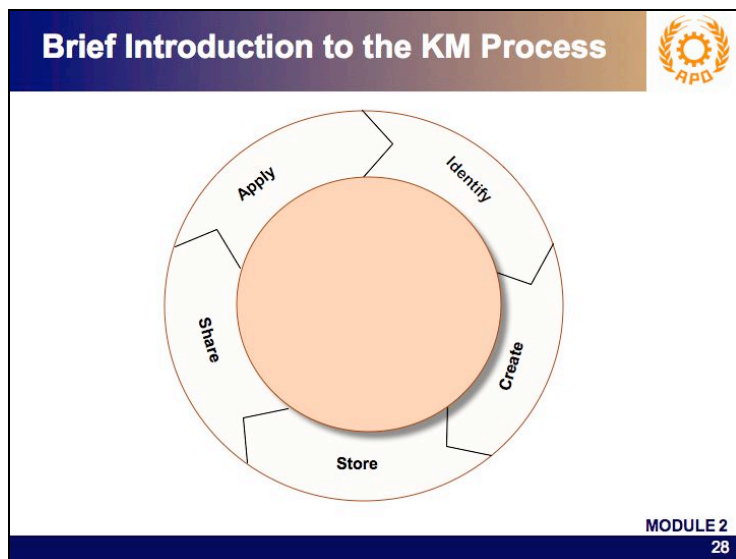
Key message:
Remember that the five steps in the KM Process are really five dynamic, inter-connected, and inter-related parts of a virtuous whole process that is both holistic and scaleable, as we will see more clearly in Module 3.
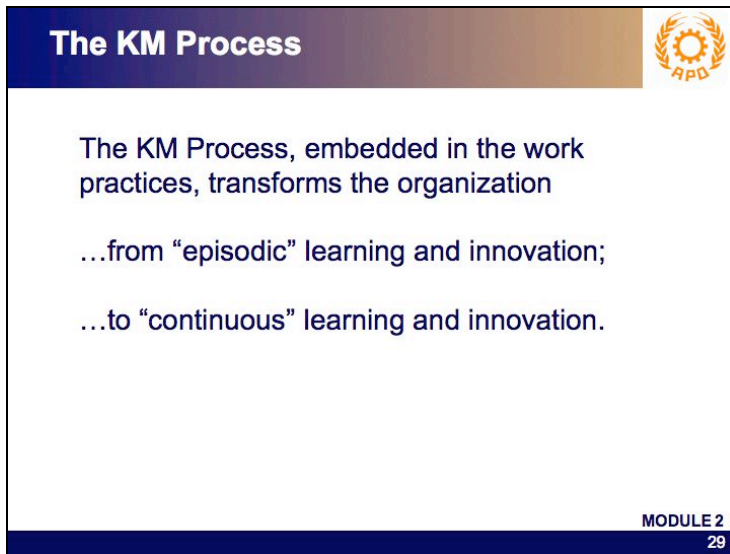
Trainer notes:
A better way to view the process, and its component parts, is to consider it as a circular and ongoing activity, as per the slide. But also, consider that each step can have a positive effect on all the other steps. In other words, we are describing a "virtuous" circle of improvement, and not just a series of consequential steps.

It is with this in mind that the APO developed a holistic and scaleable KM framework, of which the KM Process is a key part. As we will be looking at the APO KM Framework in great detail in the next Module 3, we will leave the detailed working of the KM Process until then.

Transition to next slide:
Before we leave the KM Process for the time being, it is most important to realize that…

Slide 29: "The KM Process"

Key message:
The strategic aim of effective KM is to transform the organization from "episodic" learning, knowledge management and innovation to "continuous" learning, knowledge management, and innovation.

Trainer notes:
Without a *collective* and *systematic* KM Process embedded in your organization, your knowledge capturing, knowledge creating, knowledge transferring, and knowledge applying will be "EPISODIC." That is to say, it will occur only from time to time, during special events, projects, or circumstances.

With a collective and systematic KM Process embedded in your organization, your knowledge capturing, knowledge creating, knowledge transferring, and knowledge applying will be "CONTINUOUS." That is to say, it will occur every day, all the time, and everywhere throughout the organization.

Transition to next slide:
So we have looked briefly at the difference between information and knowledge, we have looked briefly at different types of knowledge, especially tacit and explicit knowledge, and the importance of knowledge assets. We have just briefly looked at the continuous KM Process. Let's now take a brief look at KM tools and Technologies.

Slide 30

Transition to next slide:
Let us now take a brief look at some of the more significant KM tools and technologies.

Slide 31: "KM Tools"
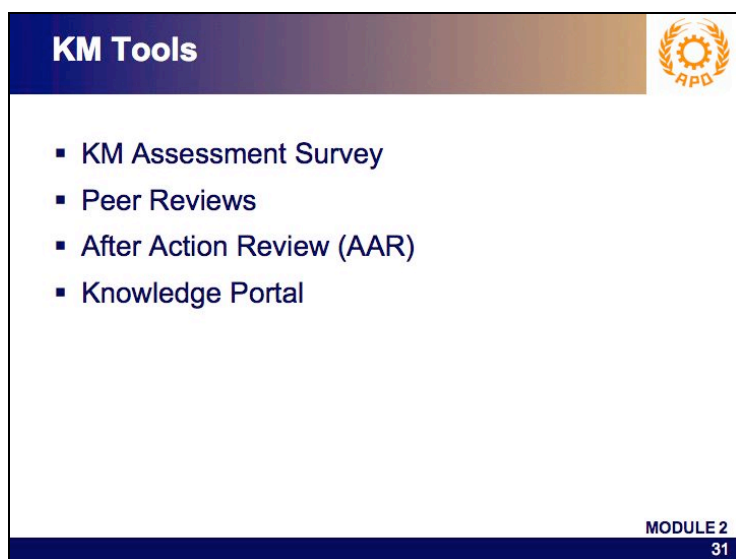
Key message:
There are already a number KM methods and tools with new ones emerging rapidly. This is because the discipline of KM is relatively young and growing all the time. However, there are some KM methods and tools that are considered to be fundamental to all KM initiatives, and we would like to make you aware of them.

Trainer notes:
Here is a brief introduction to just a few of the key KM Methods and Tools. We will go into greater detail in Module 4 of this KM Program.

1) KM Assessment Survey

It is very important to measure where the organization is now in practicing KM. Some organizations do not even realize that they have been practicing some form of KM already. Some organizations have not even started the journey of KM. So it is good to have a KM Assessment Survey at the beginning of the KM initiative, during the start, and at the end, of the first phase. Normally, this is a multiple-choice questionnaire that people can complete manually or on-line.

A KM Assessment Survey can also be conducted through interviews and workshops.

2) Peer Reviews

Before conducting a new project, for example, and especially if it is a costly project, it may be a wise investment to conduct a "Peer Review." This means bringing together people in the organization who have done this or a similar project. Rather than "reinventing the wheel" or "repeating expensive mistakes," the Peer Review will attempt to discover and transfer to the new project team "what we as an organization have already learned" and "what we already know" before commencing the new project.

3) After Action Review

Whereas a Peer Review is learning "before the event," an "After Action Review" (AAR) is capturing learning "after the event." AARs can be embedded into the role of effective project management. The project manager asks, at least, in conducting an AAR:

- What were the objectives?

- What did we actually achieve?

- Why were there differences?

- What can we do better next time?

4) Knowledge Portal

A very effective tool to assist with the capturing, creation, transfer, and application of knowledge, is a Knowledge Portal. In essence, this is more than an Information Portal or an intranet. A Knowledge Portal is designed around the key knowledge assets of the organization that are needed to enable the organization to better achieve its objectives. Therefore the navigation of the knowledge portal and usage of the knowledge portal is designed around the creation, transfer, and application of knowledge assets.

As we have discussed, people are key knowledge assets. Therefore a knowledge portal will normally contain a directory of people, their competencies, expertise, skills, etc., so that it is possible to not only access codified or structured knowledge assets, but also to seek out "who might know" – the human knowledge assets.

Transition to next slide:

Let us now take a brief look at some of the more significant KM technologies to support effective knowledge management.

Here is a brief introduction to just a few of the key KM methods and tools. We will go into greater detail in Module 4 of this KM Program.

Slide 32: "Some New KM Technologies"

Key message:
There is no shortage of technologies to support the KM Process of creating, transferring and applying knowledge. But just the technologies by themselves will not perform the collective and systematic KM Processes that are required to be embedded in the work practices of the organization.

Trainer notes:
There are many KM technologies and they continue to emerge rapidly. Here is a brief introduction to just a few of the key web-based KM technologies and the roles they play. We will go into greater detail in Modules 3 and 4 of this KM Program.

1) Search Engine
Every knowledge worker needs a good search engine to help find the most relevant information to turn into knowledge, both on the organization's intranet (if it has one) and on the public World Wide Web.

2) Alert Engine
By setting up a key word or a series of key words, as a sort of standard and repetitive search, the alert engine will automatically send you, normally through email, any information that appears on the intranet or web that is relevant to your knowledge needs.

3) Blog
A blog is an online journal that enables knowledge workers to capture, store, and share their new learning, insights, opinions, comments, etc., within a team, an organization, or globally on the web.

4) RSS Feed

RSS means "Really Simple Syndication." If you are interested in a particular website or several websites or blogs, you can subscribe to them automatically through an RSS feed and whenever there is an addition or change, you will be automatically notified, usually through email.

5) Blog Reader

If you are interested in reading several websites or blogs you can use a blog reader to automatically find and aggregate all the blogs and websites into one reader tool.

6) Wiki

A "wiki" is a tool to enable people to collaborate together to create new knowledge. (Explain how Wikipedia works as it is the most successful wiki on the web.)

7) Video and Picture Repositories

Transferring knowledge through video and/or pictures is a much richer and more effective way to transfer knowledge that just words, text, email, etc. Examples of the most popular web services for this at the moment are:

www.youtube

www.flickr.com

8) Social and Business Network Technologies

People can form together in very loose and/or very tight interest and professional networks. The social and business networking technologies enable people to better communicate, establish contacts, collaborate, learn, and share knowledge together. Examples of the most popular web services for this at the moment are:

www.myspace.com

www.linkedin.com

www.facebook.com

www.twitter.com

9) Knowledge Base

Explicit knowledge can be codified and stored in databases. However, in KM circles we have realized that the "richer" the information, the easier it is to transfer, so more emphasis is put on multimedia databases organized around key knowledge assets. These are known as "knowledge bases."

10) Knowledge Portal

A knowledge portal will integrate all the knowledge around knowledge assets. Knowledge portals include forums, networks, collaborative work, and project spaces, communities, knowledge bases, expert locators, blogs and blog aggregators. The knowledge portal is a key enabler of knowledge strategies, knowledge processes, methods, tools, and technologies.

Transition to next slide:
So let us now take a brief look at what we mean by a "knowledge taxonomy" and how this contributes to effective, collective, and systematic organizational knowledge management.

Slide 33
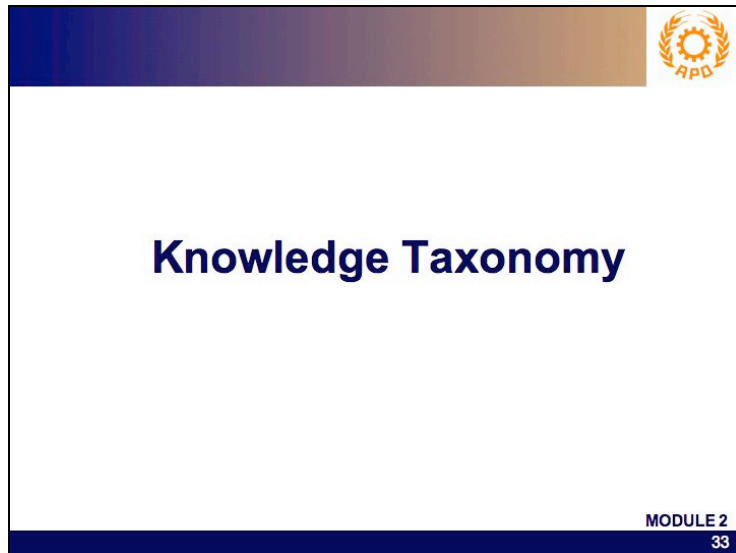
Key message:
In KM circles, we are interested in classifying knowledge areas, key knowledge types, and knowledge assets. This way we can create, develop, and design a more meaningful knowledge asset directory and measurements, and thus develop more meaningful knowledge creation, transfer, and application tools to enable it. As previously mentioned, an effective knowledge portal, for example, will be designed around a knowledge taxonomy, a classification, of key knowledge assets.

Trainer notes:
The dictionary defines taxonomy as the "classification" of living and extinct organisms.
In KM terms, a taxonomy is:
-   Useful to be able to categorize knowledge
-   Useful to be able to find and retrieve knowledge faster
-   More efficient for search engines
-   For manageable for knowledge workers

But how do we start to develop knowledge taxonomy for the organization?

Transition to next slide:
Let's take a brief look at effective organizational knowledge management and the key knowledge areas in taxonomy.

Slide 34: "Organizational Knowledge Management"
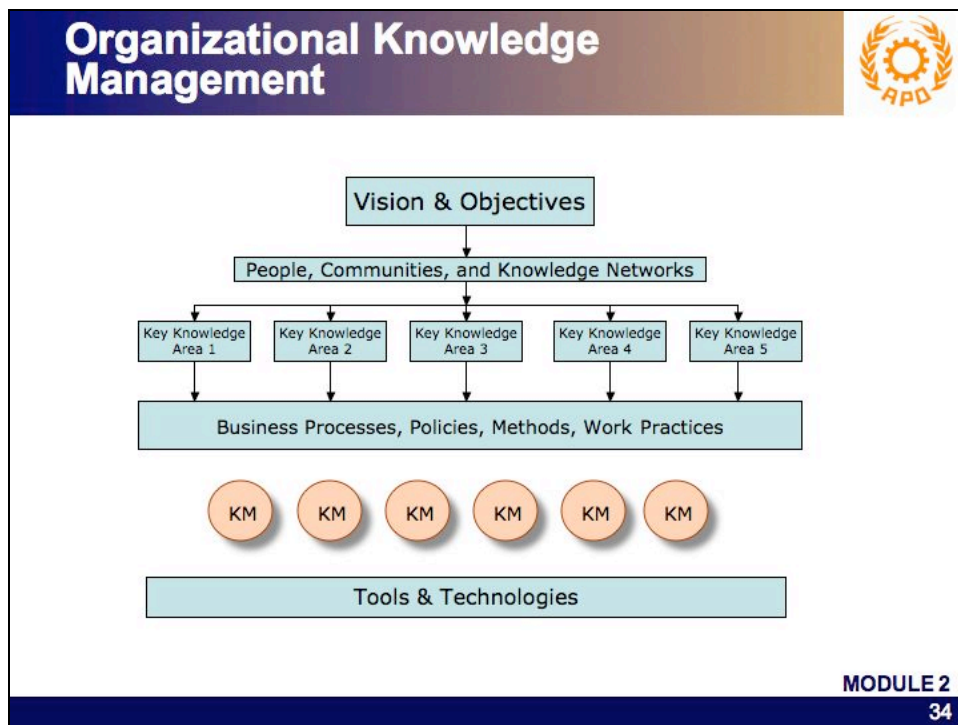
Key message:
So the key message here is that, for a knowledge-based and knowledge-driven organization, the people, the processes, and the technologies must be strategically organized around the key knowledge areas, and the knowledge in each area must be organized to create a comprehensive knowledge taxonomy. Work must be organized around knowledge and knowledge-based products and services.

Trainer notes:
To create an effective knowledge taxonomy (or taxonomy of knowledge, if you prefer), for the entire organization, we need to start at the top with the organization's "vision and objectives."

The next step is to ask the question: "What are the key areas of knowledge, that if they could be much better created, transferred, and applied, would make a big difference to achieving and/or exceeding the objectives?" For example, one key area of knowledge could be "customer knowledge;" another key area could be the "competencies and skills of our employees." Another key area could be "industry sector knowledge," etc. In the diagram on the slide these are shown as "Key Knowledge Area 1," "Key Knowledge Area 2," etc.

Once this first broad categorization of knowledge is completed, the people can be better organized into teams and communities of practice (CoP). It is normally recommended to start with a CoP for each key knowledge area.

Also, once the first broad categorization of knowledge is completed, the business processes, work practices, policies and procedures, methods, etc., can be better organized around the key knowledge areas.

Then the KM Process can be embedded into the organizational work, supported by the best knowledge technologies.

What are your experiences and views on this?

Discuss

Transition to next slide:
For knowledge management to be effective, the bottom line is…

Slide 35

Key message:
The KM principles, strategies, processes, tools and technologies must be:

So simple to use, so practical, so easy to use, and so extremely powerful and beneficial, that the individual, team, and organization, at least, must be convinced, without doubt, that they simply could not go back to the old way of working.

Think about this. Could you do without your mobile phone, email, and connection to the World Wide Web? It is the same for KM.

Effective KM is too powerful to ignore in a global knowledge-based economy.

Transition to next slide:
The late Professor Peter Drucker had so much to say about management science and productivity, but he is also claimed as the first person to use the term "knowledge worker." In the 1960s, he said…

Slide 36: "Knowledge Work"

Key message:
"The most important and indeed truly unique contribution of management in the 20th century was the fifty-fold increase in the productivity of the manual worker in manufacturing.

The most important contribution management needs to make in the 21st century is similarly to increase the productivity of knowledge work and the knowledge worker."

Transition to next slide:
Let's summarize what we have been discussing in this module…

Slide 37: "Module Outline"

Trainer notes:
Go through the slide, reminding people of what we have been discussing in this module.

Before we summarize what we have been discussing in this module, are there any questions, comments, or even concerns that you would like to discuss?

Discuss

Transition to next slide:
OK, let us summarize this module together….

Slide 38: "What is KM? – Summary"

Trainer notes:
In your allotted groups, discuss this module and, for each group, write on a flipchart the four most useful and valuable new learning the group had, and briefly, why.

Also, let us know if there is one or two group questions that you would like answered. You have 15 minutes for this part of the exercise.

Group discussion
(Add the other key points of the summary, derived from the key messages in the *Facilitators' Guide*, that the group did not mention.)

Key message:
We hope that you now have a better understanding of:

• The positioning of KM in the context of Productivity and Quality initiatives

• KM as a highly effective tool

• Common KM concepts and processes

• Future trends

Transition to next slide:
Thank the audience for their attention and participation and close the module.

Slide 39
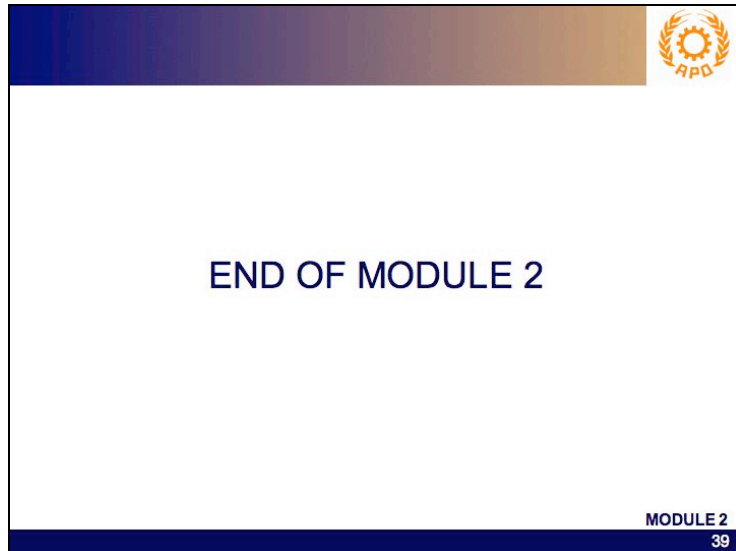
Trainer notes:
That is the end of this module.

Module 3:
APO KM Framework

MODULE OBJECTIVES

At the end of Module 3, participants will be able to:

• Understand the APO's KM definition

• Understand the APO KM framework

• Understand the essential elements for the successful implementation of KM in organizations

KEY MESSAGE OF THIS MODULE

After being introduced to what KM is in general terms, it is time to learn about the APO's KM definition and APO KM Framework.

TEACHING METHODOLOGY

Lecture, discussion, workshop

MODULE TOPICS/SESSIONS & DURATION

Module Topics/Sessions	Duration (minutes)
Background & Purpose of Framework	15
APO's KM Definition	15
APO KM Framework	
Perception Exercise	30
APO KM Framework	
Accelerators	15
Discussion on Most Important Accelerator	30
Knowledge Process	30
Exercise on Knowledge Process	60
KM in BP	15
Learning and Innovation	15
KM Outcomes	30
Discussion on the Framework	30
Summary	15
TOTAL	5 hours

TEACHING AIDS

LCD projector, laptop, whiteboard, easel sheets, markers, PowerPoint presentation, *Facilitators' Guide, Knowledge Management Workshop: Participants' Guide*, blank sheets of paper
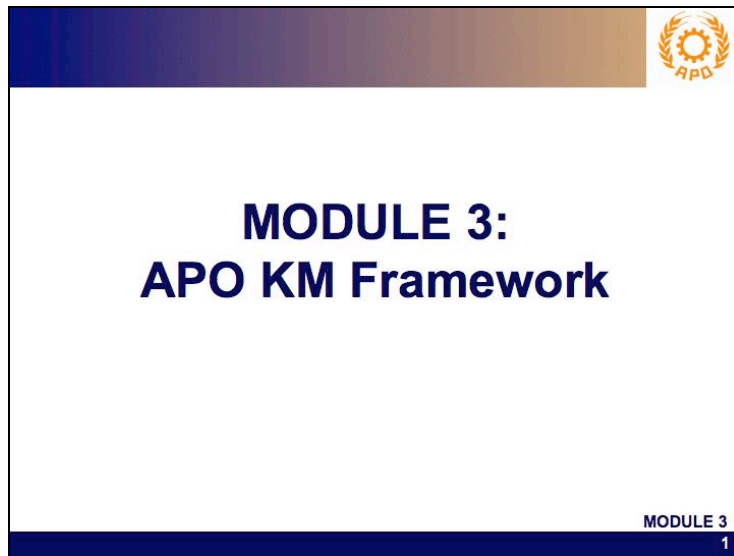
Slide 1

Key message:
This slide introduces the title of the module.

Trainer notes:
Introduce yourself, if necessary.

This module introduces you to the APO KM Framework.
It is the third of four modules.

We have so far covered:
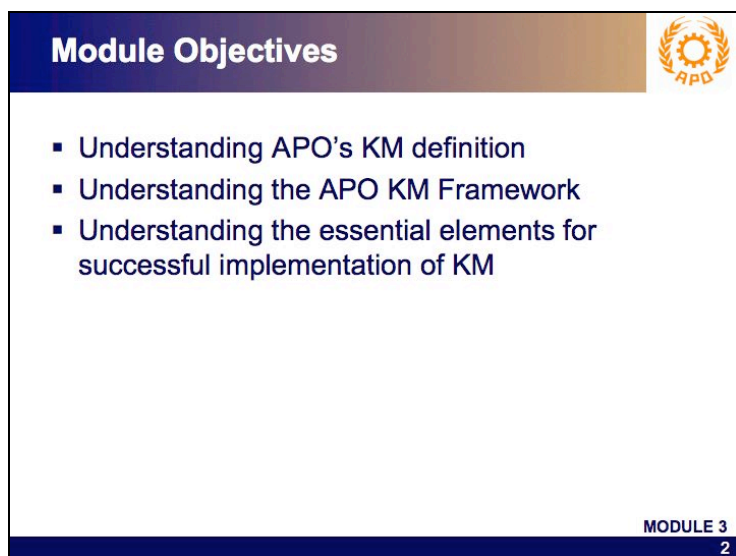
- Module 1: Why KM? (We could understand the benefits of KM and introduced some case studies.)

- Module 2: What is KM? (We provided a broader understanding of KM.)

Now we will be looking at APO's definition of KM, then introduce you to the APO KM Framework and go through in detail the various elements of the framework.
This module will take up the whole day today.

Transition to next slide:
First let's take a look at the objectives of this module.

Slide 2: "Module Objectives"

Key message:
The three objectives for this module

Trainer notes:
There are three key objectives for this module.

- First of all, it is important that we understand knowledge management in the context of APO. We need to have a common understanding of KM in APO member countries as there are several definitions of KM.

- Second, we want to introduce you to the APO KM Framework, which is the key objective of this course.

- Third, we will go through in detail the various elements of the APO KM Framework in order to ensure successful implementation of KM in organizations.

Transition to next slide:
In order to do this, we will be presenting the following topics to address the key objectives.

Slide 3: "Module Outline"

Key message:
The four topics of this module

Trainer notes:
We will highlight the background and purpose in the development of the APO KM Framework.

We will introduce and explain the APO KM definition including a simple definition for easy remembering.

Having understood the APO's KM definition, we will then introduce the APO KM Framework and then go through in detail each element of the framework.

Transition to next slide:
So let's start by looking at the background and purpose of the APO KM Framework.

Slide 4: "Module Outline"

Trainer notes:

Show the slide highlighting the first topic.

In this section we will highlight the background to the development of the APO KM Framework as well as the reasons the APO decided to develop the KM Framework.

Transition to next slide:

Next we look at the background of the APO KM Framework.

Slide 5: "APO KM Framework – Background"

Key message:

A framework was developed that can easily be applied in all APO member countries.

Trainer notes:

Development of the framework started in September of 2007. National KM experts from several member countries including the Republic of China, India, Japan, Malaysia, the Philippines, Singapore, Thailand, and Vietnam were involved in the development of the framework along with the APO Secretariat.

The APQC framework, European framework, and Australian framework were each studied and compared in the development process.

The framework was tested on various platforms and refined several times before it was finalized and accepted.

The team had two main considerations when developing the framework:

• First, it must be easily understood by APO member countries; i.e., the framework should be self-explanatory.

• Second, it should be applicable in any country and organization. Although we had the SMEs in mind when developing the framework, the framework is generic enough to be useful in any organization.

Transition to next slide:
Let us look at the purpose of the framework next.

Slide 6: "APO KM Framework – Purpose"

Key message:
Highlight the critical success factors for the successful implementation of KM.

Trainer notes:
Describe the importance of KM to organizational success. As covered under Module 2, KM can make a big difference for organizational success.

The framework helps organizations understand the critical elements necessary for successful implementation of KM.

This framework is especially tailored for SMEs to kick-start a KM initiative in their organization.

Transition to next slide:
Now that we have understood why the APO decided to develop the KM Framework, let us look at the definition of KM from the APO's perspective.

Slide 7: "Module Outline"

Trainer notes:
Show the slide highlighting the APO's KM definition.
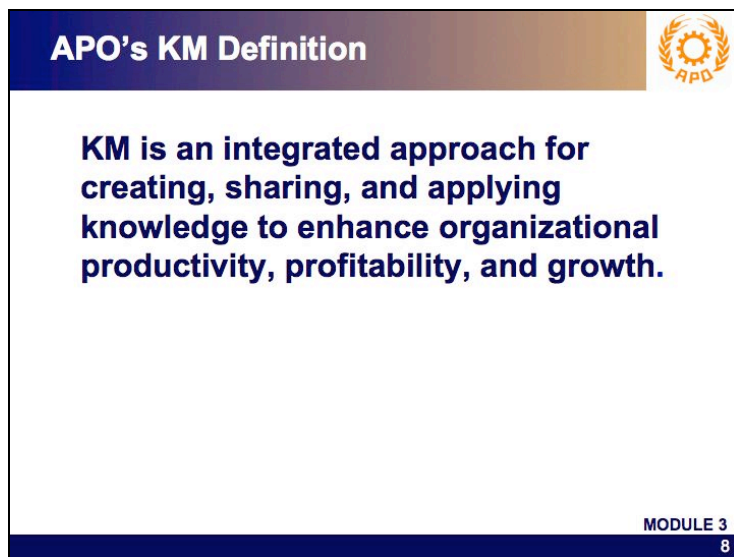
So far we have gained a general understanding of KM in Module 3. In this section we will explain the APO's definition of KM.

Transition to next slide:
So let's take a look at the APO's KM definition.

Slide 8: "APO's KM Definition"

Key message:
The APO's KM definition

Trainer notes:
Read out the KM definition from the slide.

In formulating the definition the team had the following main considerations:
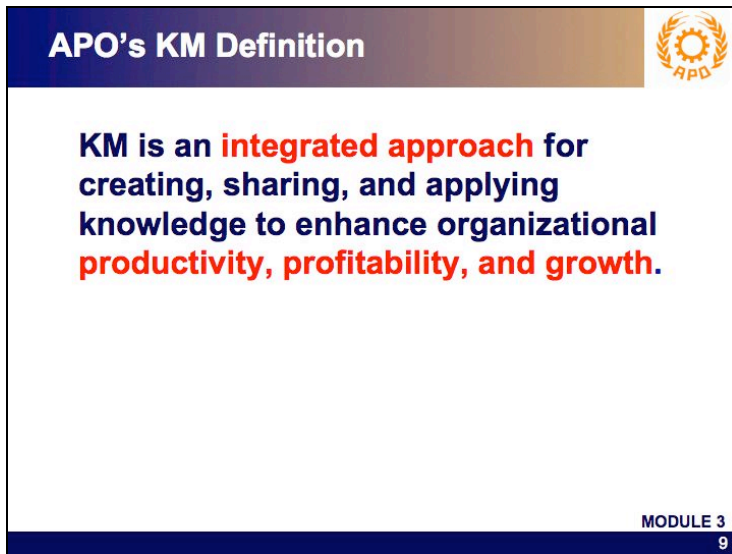
• It must be easily understood

• It must focus on the key mission of APO and NPOs

Ask participants to identify the key terms in the framework

Transition to next slide:
What are the key terms in this definition?

Slide 9: "APO's KM Definition"

Key message:
APO's KM definition

Trainer notes:
Highlight the key terms in the definition:

It is an integrated approach.

It is a multi-disciplinary system.

It recognizes the importance of leadership, people, process, and technology in the implementation of KM.

The goal is to enhance productivity (aligned with APO's mission), profitability, and growth.

The term "growth" encompasses socio-economic as well as the considerations of non-profit organizations.

Transition to next slide:
Now that we have understood the APO's definition of KM, we will look at the APO KM Framework.

Slide 10: "Module Outline"

Trainer notes:
Show the slide highlighting the APO KM Framework.

In this section we will explain the various elements of the APO KM Framework.

Transition to next slide:
So let's look at the APO KM Framework.

Slide 11: "APO KM Framework"
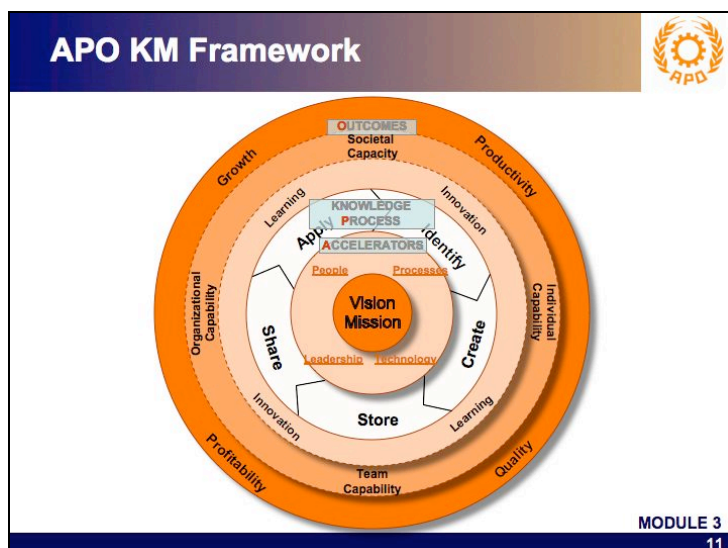
Quick exercise:
Assess the participants' perceptions of the APO KM Framework.

Trainer notes:
Show the APO KM Framework to the participants by just saying this is the framework that has been adopted by APO, but without any explanation at this point.

Break participants into groups of four or five persons and get them to discuss their interpretation of the framework.

Allow about 15 minutes for discussion and have them nominate a spokesperson to share their group's understanding of the framework.

Get each to present his or her understanding.
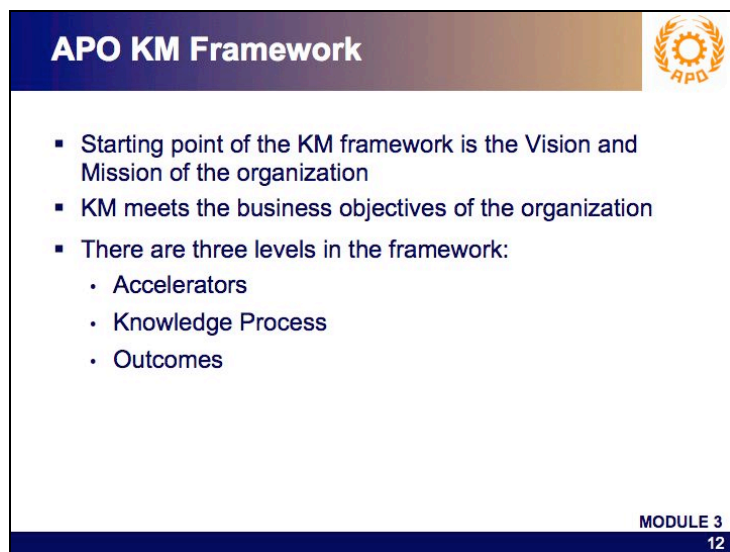
Do not comment on their understanding of the framework.

Thank each group for their input.

Transition to next slide:
Now that we have all interpreted the framework, let us look in detail at each of its elements.

Slide 12: "APO KM Framework"

Key message:
The three levels in the framework

Trainer notes:
Explain that the starting point is the center circle of the framework which is the Vision and Mission of the organization.

Explain that the KM initiative needs to be closely aligned to the organization's objectives.

The Vision and Mission provide the strategic directions of the organization.
They help identify core competencies required to achieve the business objectives.

These provide insights for designing the KM program, roadmap, and action plan for the organization.

KM will not work if it does not achieve business results. It must meet the business objectives of the organization

There are three levels in the framework:

- Accelerators

- Knowledge Process

- Outcomes

Transition to next slide:
Let us look at the first level in the framework, which are the accelerators.

Slide 13: "Accelerators"

Key message:
Accelerators help to "accelerate" or speed up the KM initiative in the organization.

Trainer notes:

Explain that the accelerators comprise both *drivers* and *enablers* of KM.
There are four accelerators in the framework:

- Leadership is the driver that propels the KM initiative in the organization.

- Processes

- People

- Technology

Explain that all these elements are critical to enable the organization to accelerate the KM initiative and implementation.

Transition to next slide:
Let us look at the first accelerator: <u>leadership</u>.

Slide 14: "Accelerators – Leadership"

Key message:
Leadership drives the KM initiative in the organization.

Trainer notes:
Explain that the leadership is important to drive the KM effort in the organization. Without top management support KM will not happen (provide examples if possible).

It ensures the alignment of KM strategies and projects with the business objectives.

It is therefore vital to engage the leadership right from the beginning and to get their buy-in early.

They provide support and resources for the implementation of the KM projects.

Studies have shown that the organization's leadership involvement and support is critical for the success of the KM initiative in the organization.

Transition to next slide:
Let us now look at the second accelerator: <u>technology</u>.

Slide 15: "Accelerators – Technology"

Key message:
Technology enables KM implementation in the organization.

Trainer notes:
Technology accelerates the knowledge process by providing effective tools and techniques that assist in creating, storing, sharing, and applying knowledge.

Technology helps in managing explicit knowledge through various tools such as search engines, storage media, intranets, and extranets.

In case of tacit knowledge, technology facilitates online and offline collaboration, leading to better communication and sharing, at both formal and informal levels.
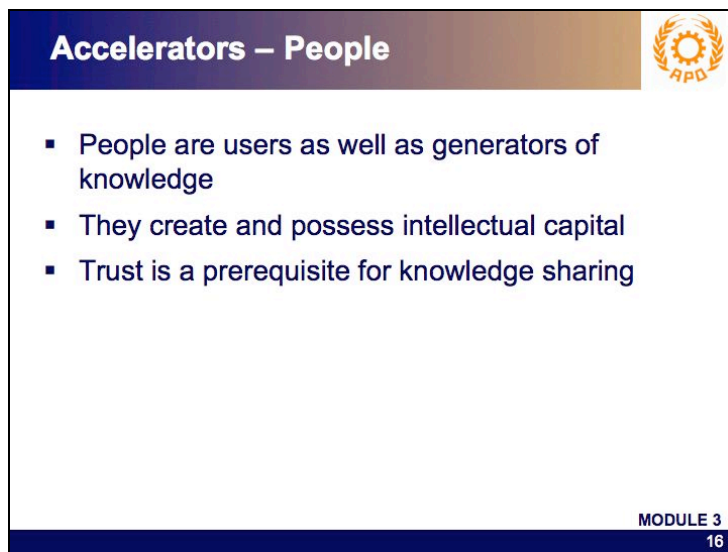
Tools like groupware and collaborative workspaces enable participation across time and distance in the process of knowledge creation.

Technology provides a platform for retention of organizational knowledge.

Transition to next slide:
The third accelerator is people.

Slide 16: "Accelerators – People"

Accelerators – People

- People are users as well as generators of knowledge
- They create and possess intellectual capital
- Trust is a prerequisite for knowledge sharing

MODULE 3
16

Key message:
People are the *users* as well as the *generators* of knowledge.

Trainer notes:
People play an important role in key knowledge processes, namely creation, sharing, and application.

In an organization, people are users as well as generators of knowledge and form an important knowledge asset by acting as a repository for tacit knowledge (and even explicit knowledge until it can be documented).

They are part of human capital and create and possess intellectual capital. For example, the material assets of a firm are of limited value unless it has people who know what to do with those assets.

It is the value added by people – context, experience, and interpretation – that transforms data and information into knowledge.

The success of KM projects largely depends on the employees' willingness to share knowledge.

There must be a climate of mutual trust and benefit to encourage knowledge sharing among employees.

Sir John Browne of BP wrote:
"Everyone not directly accountable for making profit should be involved in creating, distributing knowledge that the company can then use to make a profit."
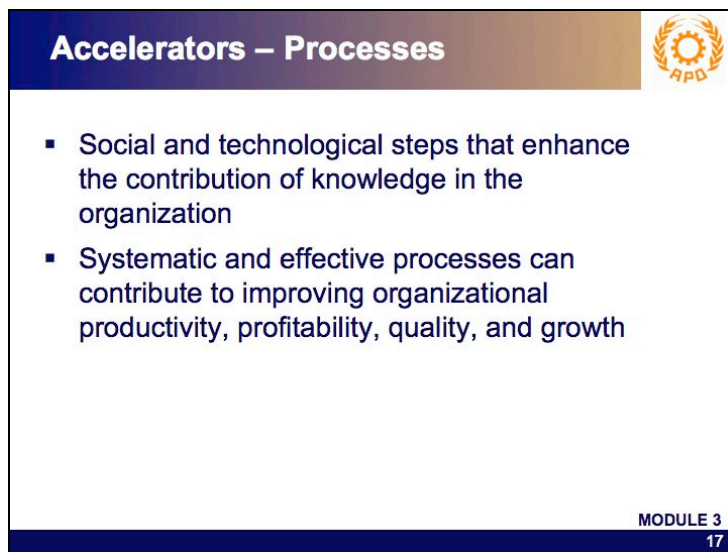
Transition to next slide:
Let us look at the final accelerator: processes.

Slide 17: "Accelerators – Processes"

Key message:
Systematic and effectively designed processes can contribute to improving organizational productivity, profitability, quality, and growth.

Trainer notes:
Processes refers to a flow of events that describe how things work in the organization.
These are sequences of social and technological steps that can enhance the contribution of knowledge within the organization.

Systematic and effectively designed processes can contribute to improving organizational productivity, profitability, quality, and growth.

It is useful to periodically check known assumptions in the design of processes and incorporate learning from best practices in redesigning them for better performance.

The knowledge element is present in each process step. Effective process design ensures effective knowledge flow.

Discussion:
Divide the class into groups using the same groupings as the earlier perception exercise.
Get the individual members in each group to rank the four accelerators in order of priority ("1" being the most important and "4" the least important).

Discuss the ranking in the groups and determine the ranking as a group.

Present the ranking to the class explaining how the ranking was made.

Summarize the discussion by mentioning that each accelerator is just as important as the others.

Transition to next slide:
These were the four accelerators that help to speed up the KM initiative in an organization.

Let us now look at the next layer in the framework, which is the *knowledge process*.

Slide 18: "Knowledge Process"
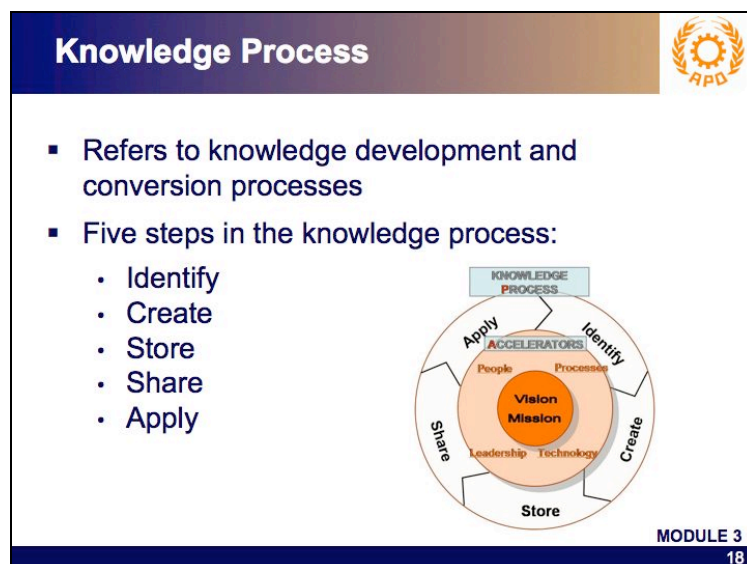
Key message:
There are five stages in the knowledge process.

Trainer notes:
Knowledge processes refers to the knowledge development and conversion processes. There are five steps in the knowledge processes identified in the APO KM Framework:

1) Identify

2) Create

3) Store

4) Share

5) Apply
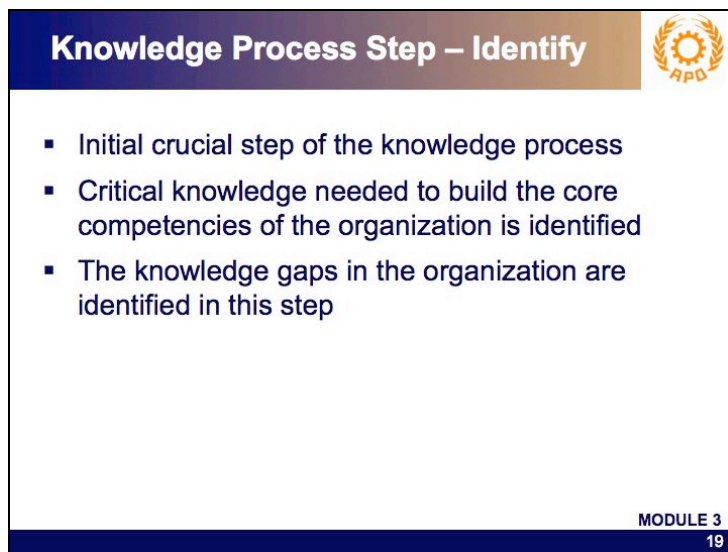
Explain that there are other frameworks that have more than five steps (e.g., the European framework has five steps, while others have nine steps). These five steps in the APO KM Framework represent the major steps in the knowledge creation and development process.

The faster the knowledge spins, the greater the learning and knowledge outcomes.

Transition to next slide:
Let us now look at each of the steps in the knowledge process, starting with <u>identify</u>.

Slide 19: "Knowledge Process Step – Identify"

Key message:
Identify is the initial crucial step in the knowledge process.

Trainer notes:
This is the initial crucial step of the knowledge process in which the critical knowledge needed to build the core competencies of the organization is identified.

People and organizations are encouraged to think about what they want to achieve and the knowledge that is required to make it happen.

It includes an analysis of what knowledge is already available and what knowledge is lacking (knowledge gap) based on the core capabilities of the organization.

This applies on the organizational level for strategic knowledge needs and on the individual level for the daily search of required knowledge and information.
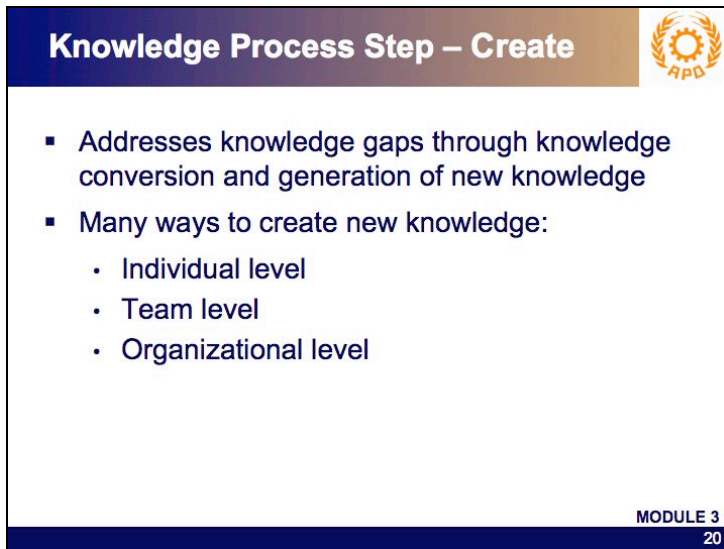
A helpful reference point for this exercise is the organization's business goals and the customer's requirements.

In order to foster the reuse of knowledge the identification step should be performed before creating new knowledge.

Transition to next slide:
Identification of the knowledge requirements needs to be properly done before we can go on to the next step of creating new knowledge.

Slide 20: "Knowledge Process Step – Create"

Key message:
Creation addresses knowledge gaps through the conversion of existing knowledge and the generation of new knowledge.

Trainer notes:
There are many ways to create new knowledge.
At the individual and team level by training, learning by doing, joint problem-solving or brainstorming activities, AARs (After Action Reviews), etc.

At the department or organizational level all innovation processes are aimed at creating new knowledge for products, services, and even internal processes and procedures.
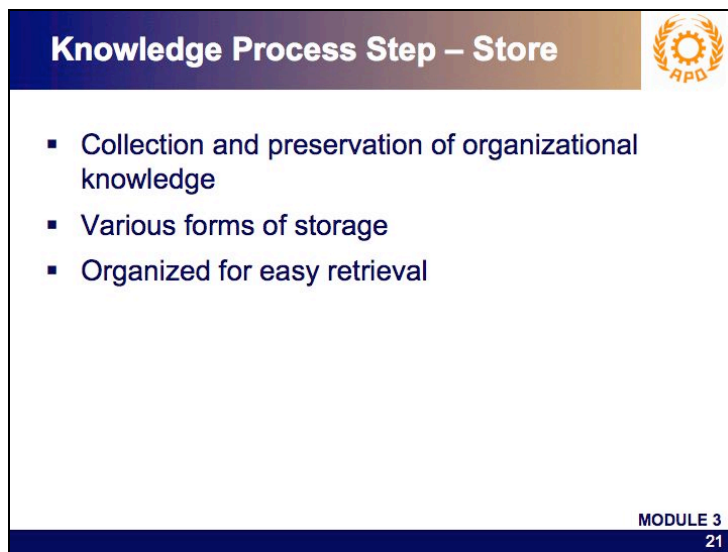
Creation takes place within R&D, through the establishment of expert groups such as so-called communities of practice, by recruitment of experts, or by buying or merging with another company.

Often, new solutions and great ideas are not recorded for reuse or dispersed learning. Hence these are lost by the organization and remain as individual knowledge, or simply forgotten.

Transition to next slide:
In order to ensure that all new knowledge is not lost it is important to store knowledge.

Slide 21: "Knowledge Process Step – Store"

Key message:
Storage provides accessibility to the knowledge base.

Trainer notes:
In order to build up knowledge assets (knowledge capital or knowledge base), knowledge needs to be embedded in the organization.

This does not always mean storing it in databases or other repositories, since much knowledge will remain in the heads of people as tacit knowledge.

It is not easy to document all knowledge – for example, individual experience or expertise (tacit knowledge). It is therefore important to know and retain those persons who have this expertise.

What will help is to make these people accessible so that others can benefit from their tacit knowledge.

Transition to next slide:
In order to leverage the potential of this knowledge, the next step the core knowledge process activities have to carry out is to *share*.

Slide 22: "Knowledge Process Step – Share"

Key message:
The objective of sharing is to foster continuous learning to meet business goals.

Trainer notes:
The aim of this step is to distribute knowledge to the right place at the right time with the right quality.

The objective of sharing is to foster continuous learning to meet business goals.

Sharing occurs when there is a regular and sustained exchange of knowledge among the members of the organization.

Sharing can take place in many ways.
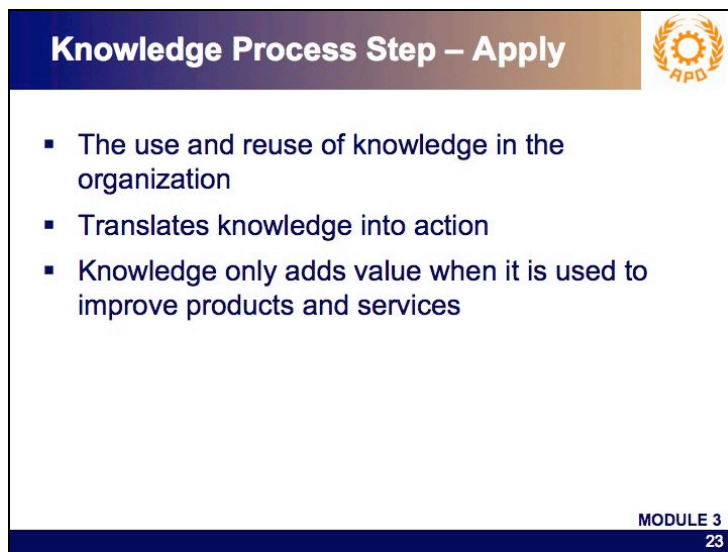
- Knowledge can be added to databases or distributed using documents. This can be called the "stock approach" – people make knowledge available in such a way that other people can find it.

- But most knowledge can best be transferred directly from one person to another through collaboration, workshops, coaching, etc. The transfer of knowledge directly between people can be called the "flow approach."

- Technology can be leveraged to enable and enhance knowledge sharing in an organization.

Mutual trust is critical for sharing to occur in an organization.

Transition to next slide:
KM is only useful when we perform the next step in the knowledge process – apply the new knowledge.

Slide 23: "Knowledge Process Step – Apply"

Key message:
Apply translates knowledge into action.

Trainer notes:
Knowledge can only add value when it is being utilized in business processes. A lot of knowledge remains under-utilized. One has to make sure all effort that is expended in the previous steps pays off.

Application is the use and reuse of knowledge in the organization. It translates knowledge into action or into decision making.

Knowledge only adds value when it is used to improve products and services.

Two important requirements have to be fulfilled to achieve improvements from these core knowledge process activities:

• First, the core activities have to be aligned or integrated into the organizational processes and daily tasks.

• Second, the core activities have to be carefully balanced in accordance with the specificities of each process and organization.

Transition to next slide:
Let us look at an example of an organization that successfully manages its knowledge process.

Slide 24: "KM in BP"
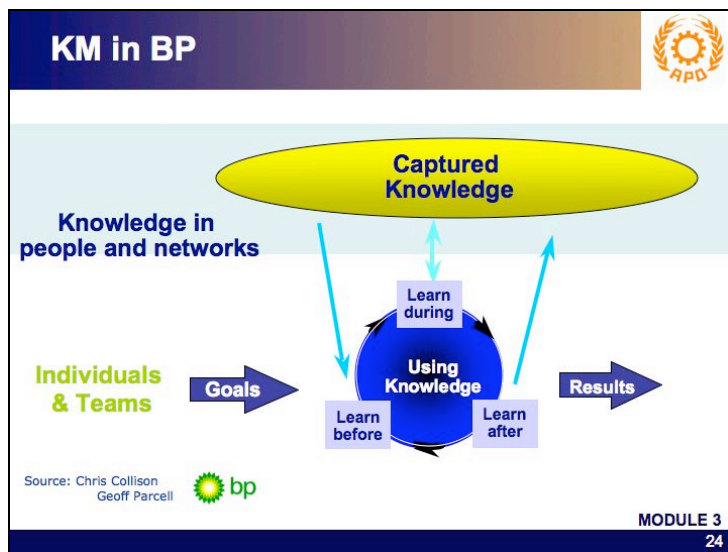
Key message:
Knowledge process at British Petroleum

Trainer notes:
British Petroleum's KM methodology is encompassed by a simple framework, which describes a learning cycle – learn <u>before</u>, <u>during</u>, and <u>after</u> any event – which is supported by simple process tools.

Learn before: Before a new initiative is started, the manager will draw together a group of peers in an open environment to examine potential solutions in an exploratory phase

Learn during: During the project, a continuous learning approach is adopted. It establishes what was supposed to happen, what actually happened, why was there a difference, and what has been learned.

Learn after: After the project, a half-day of "retrospect" focuses on successes and what could have been done better, and on key lessons to pass on.

The lessons arising from that learning loop are agreed and distilled by a community of practice. Finally, the lessons – both specific and generic – are incorporated into "knowledge assets" on the corporate intranet.

Sir John Browne of BP:
"Every time you do something again we should do it better than the last time."

Transition to next slide:
We will now do a simple exercise to look at the challenges faced in transferring knowledge.

Slide 25
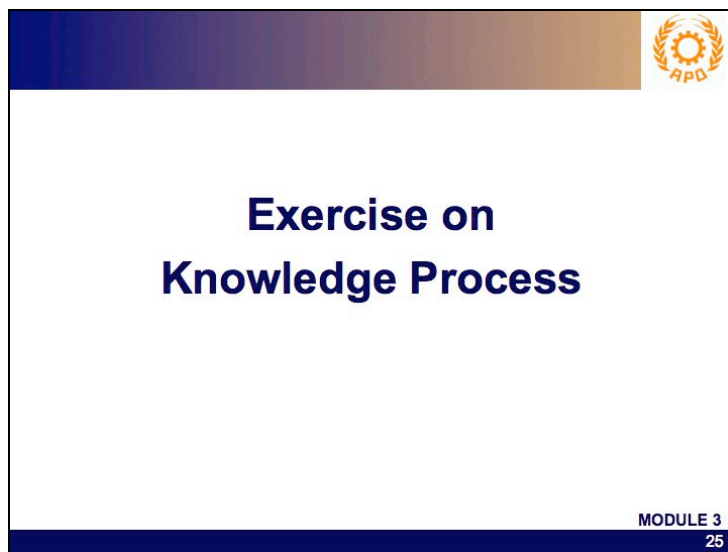
Key message:
Exercise on Knowledge Process

Trainer notes:
Divide the class into four or five groups.

Provide each member of the group with a blank sheet of paper.

Have a representative from each group come up to see you individually.

Allow the representative to view a diagram for 1 minute.

Have them go back to their group and allow five minutes for each of the members to reproduce the diagram. The representative will explain the diagram he or she was shown. The representative is not allowed to sketch out the diagram. The instructions must be verbal only.

Show the diagram to the class after all members have completed the task.

Get the group to discuss the following questions:

What are the difficulties the representative faced in getting the members to reproduce the diagram?

What would have helped the members to replicate the diagram?

Summarize the main points of the discussion.

Transition to next slide:
The knowledge process leads to learning and innovation as an intermediate outcome.

Slide 26: "Learning & Innovation"

Key message:
Knowledge process enables learning and innovation at all levels in the organization.

Trainer notes:
The knowledge process enables learning and innovation at all levels and areas in the organization.

Learning is the discovery of new insights, the affirmation of what is already known, and the realization of the need to "unlearn."

New insights and unlearning can lead to innovation. Innovation can be in the areas of new products, services, processes, markets, technologies, and business models.

Learning and innovation help to build individual, team, and organizational capability, which in turn leads to societal capacity.

Transition to next slide:
Let us now look at the outcomes of the learning and innovation process.

Slide 27: "Outcomes"

Key message:
There are two levels of outcomes.

Trainer notes:
The expected outcomes of knowledge management initiatives are enhanced individual, team, and organizational capability and increased societal capacity.

Together, these outcomes will spur overall productivity, improve quality of products and services, and contribute to profitability and growth.

Learning and innovation arising out of the knowledge process increase knowledge and skills of *individuals* resulting in enhanced performance.

Sharing of knowledge in a team enhances the *team's capability*. When individuals in a team are constantly learning and sharing knowledge with each other, team capability is enhanced.

Organization capability focuses on improving internal processes and systems, core competencies, and designing innovative strategies to achieve sustainable growth and competitive advantage. To do this, organizations need to leverage on individual and team capabilities and collaborate with external stakeholders such as suppliers, customers, and partners.

Societal capacity refers to the collective knowledge of individuals, organizations, and institutions that can be harnessed for inclusive growth. Networking and collaboration can stimulate the creative potential of individuals and organizations to seize the enormous opportunities in society for growth and development.

Transition to next slide:
We have covered all the elements in the APO KM framework. Let us relook at the framework.

Slide 28: "APO KM Framework"
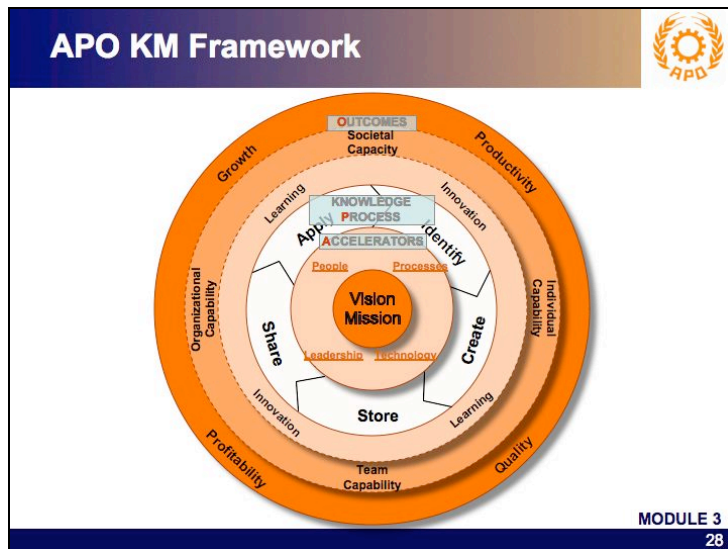
Trainer notes:
Show the slide highlighting the major levels of the APO KM Framework.

Get feedback from the participants on whether the framework has helped them better understand the concept of KM and the critical success factors for implementation.
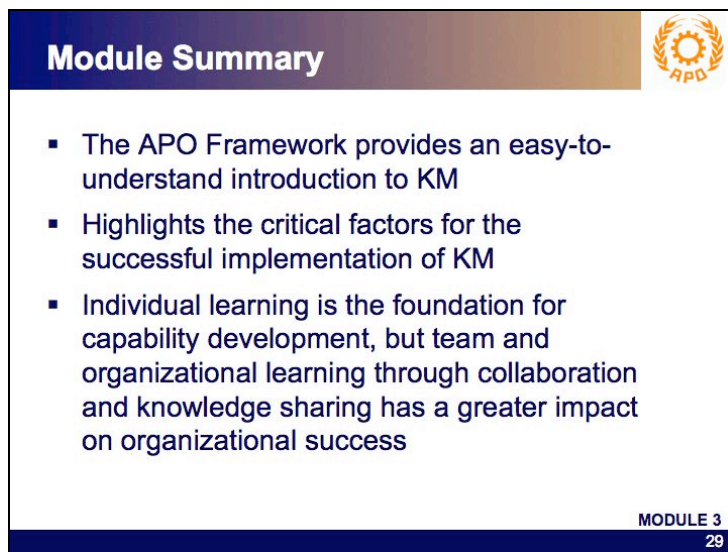
Clarify areas in the framework that require more explanation.

Highlight the scalability of the framework – meaning that it can be applied at the individual, team, organizational, inter-organizational, and societal level and at the same time in the public or private sector, in any sector or industry, and in any organization irrespective of size, including NGOs.

Transition to next slide:
We've now reached the end of this module. What have we learned so far?

Slide 29: "Module Summary"

Key message:
All the critical elements for the successful implementation of KM are addressed in the APO KM Framework.

Trainer notes:
We have looked at each of the critical elements that are necessary for the successful implementation of KM in any organization.

All these elements are addressed in the APO KM Framework.

Individual learning is the foundation for capability development, but team and organizational learning through collaboration and knowledge sharing has a greater impact on organizational success.

Transition:
We will next look at the APO KM Implementation Approach in more detail in Module 4.

Slide 30
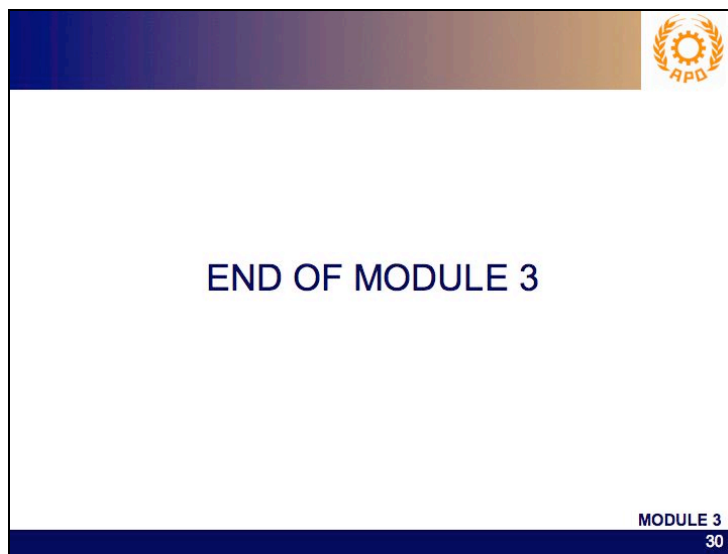
Trainer notes:
This is the end of the module.

Thank the participants for their attention and cooperation and close the module.

Module 4:

APO KM Implementation Approach

MODULE OBJECTIVES

At the end of Module 4, participants will be able to:

• Develop competence in the application of the APO KM Framework and Implementation Approach

• Formulate an action plan for KM implementation

KEY MESSAGE OF THIS MODULE

After being introduced to Knowledge Management (KM), why the need for KM, what KM is all about, and the APO KM Framework, it is time to learn how to apply KM.

TEACHING METHODOLOGY

Lecture, discussion, case studies, workshops

MODULE TOPICS/SESSIONS & DURATION

Module Topics/Sessions	Duration
Management of Learning (Days 3 – 5)	45 mins.
Different Approaches to Implementation	20 mins.
APO KM Implementation Approach	
Discover	
Assessment Tool Based on APO Framework	2 hr. 40 mins.
Business Case	1 hr. 35 mins.
Design	
KM Strategy	1 hr. 40 mins.
Identify Potential Programs	1 hr. 15 mins.
Design Processes in Relation to Programs	30 mins.
Implementation Plan	1 hr. 45 mins.
Develop	
Expected Outputs of the Stages of APO KM Implementation Approach	5 mins.
The Pilot Testing Process	45 mins.
Workshop and Presentation of Results	1 hr. 35 mins
After Activity Review and Use of Results	20 mins.
Deploy	
Process of Deployment	60 mins.
Success Factors in Deployment	15 mins.
Addressing Resistance	45 mins.
Formulating a Communication Plan	60 mins
TOTAL	2.5 days

TEACHING AIDS

LCD projector, laptop, whiteboard, easel sheets, markers, *Facilitators' Guide, Knowledge Management Workshop: Participants' Guide*
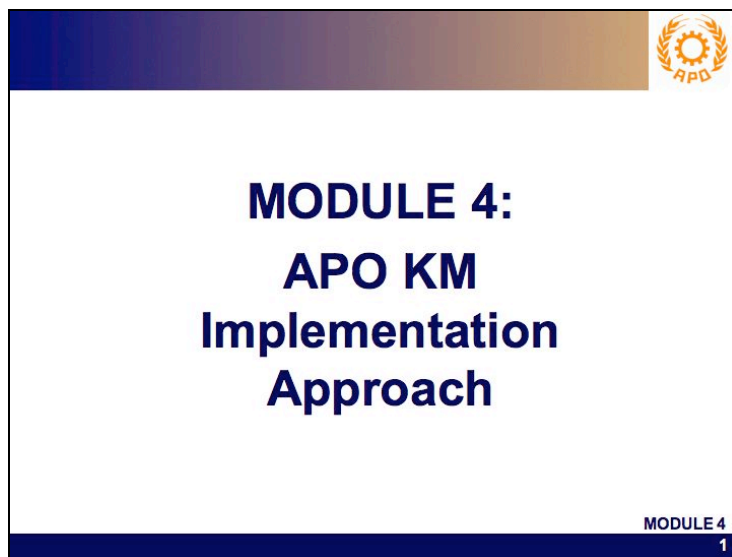
Slide 1

Trainer notes:
Introduce yourself if necessary.

This is Module 4 and it is about the APO KM Implementation Approach.

Transition to next slide:
At this point, let's take a look at the modules we have already covered.

Slide 2: "Modules"
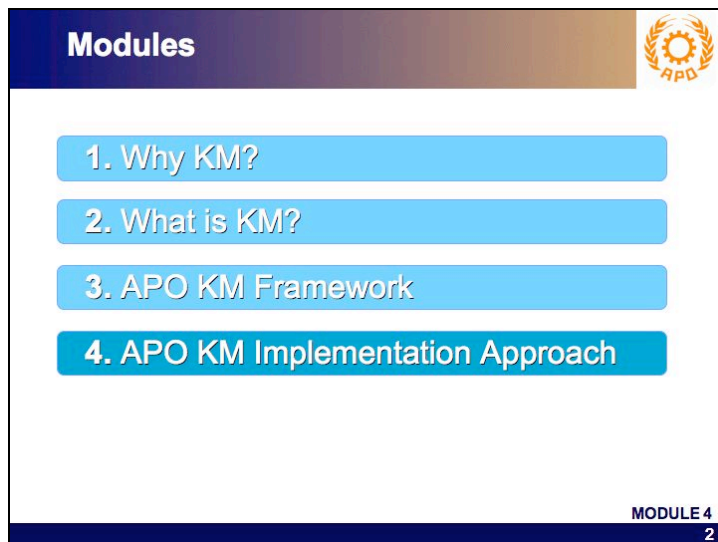
Trainer notes:
Module 4 is the last of the modules.
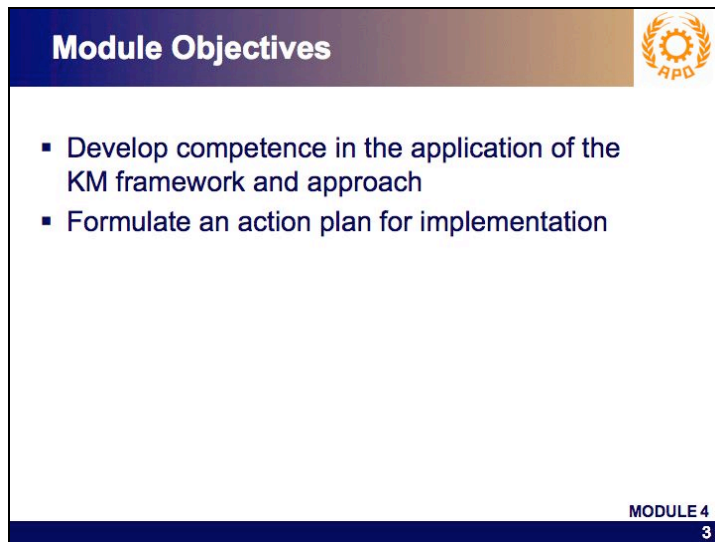
For the past two days you have been provided an overview of KM – why the need for KM, what KM is all about, and the APO KM Framework.

Today, we are going to learn how to apply KM in an organization.

Transition to next slide:

Now let us look at the learning objectives of this module.

Slide 3: "Module Objectives"

Trainer notes:
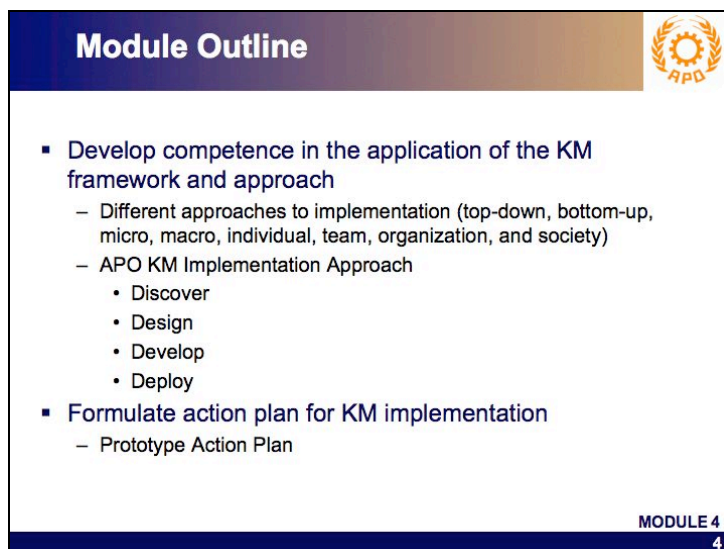
There are two learning objectives for this module:

• The first objective is for participants to be able to acquire knowledge and skills in applying the APO KM Framework and the appropriate KM tools and approaches.

• The second objective is to make use of this learning in mapping out a plan of action for implementing KM.

Transition to next slide:

Now let us see what we will cover in this module.

Slide 4: "Module Outline"

Key message:
There are several different approaches to implementing KM.

Trainer notes:
As part of the first objective, today we will look into the different approaches to implementation as well as examples of companies that have adopted these approaches.

Then, I'll guide you through the first two of the four stages of the APO KM implementation approach, specifically, Discover and Design.

Thereafter you will be introduced an assessment tool for determining the readiness of an organization for KM.
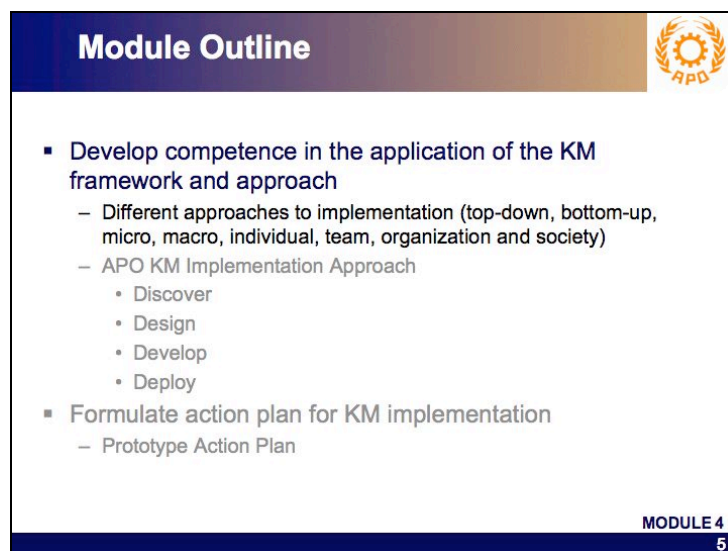
To help you better appreciate these first two stages, we will have workshops including the assessment of an SME, using a case study, to determine if the organization is ready for KM.

For the topics under the Discover and Design stages, we shall devote the whole day today and continue tomorrow up to the lunch break.

Transition to next slide:
Now let's look at the first topic under the first objective.

Slide 5: "Module Outline"

Trainer notes:
For our objective for developing competence in the application of the framework and approach, our first topic focuses on different approaches to KM implementation.

Transition to next slide:
Let's see what these different approaches are. The first is called "top-down."

Slide 6: "Top-Down KM Approach"
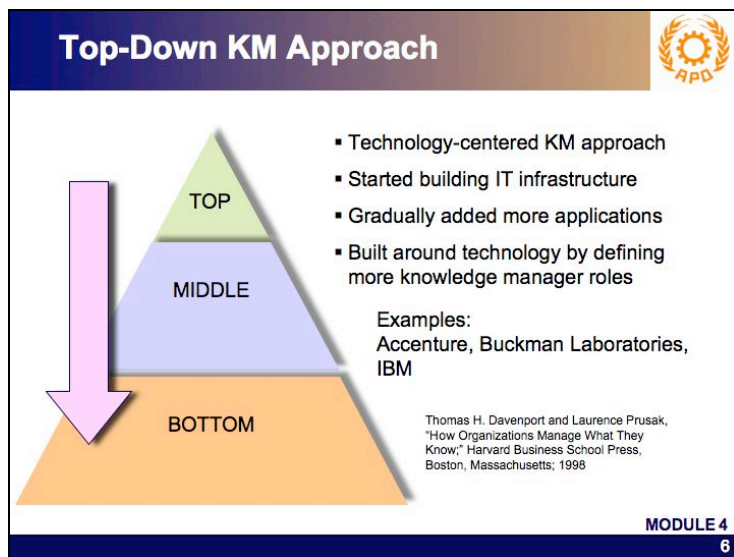
Key message:
Top-down KM approach

Trainer notes:
There is no one "right" approach to implementing KM. It really depends on the need for KM and the drivers or enablers (or accelerators) that would ensure successful implementation.

The top-down approach is also known as the "technology-centered KM approach."

Example is Accenture (formerly Andersen Consulting). Its KM efforts center on its "Knowledge Xchange" (KX) system.

It was started by building an IT infrastructure that evolved into a KM system. Gradually added more applications to the system.

Once the technology was in place, Accenture built around its technology by defining more knowledge manager roles, exploiting other/new knowledge navigation tools, and revising reward and compensation systems to encourage knowledge sharing and use.

Other examples of companies using this approach are IBM and Buckman Laboratories.

In the case of SMEs in the Philippines, not all have IT infrastructure. For them, KM would most probably need to be driven from the top. And KM would most probably be considered by those SMEs who have already been exposed to or are practitioners of quality and productivity improvement approaches such as TQM, 5S, Suggestion Scheme and Quality Circles.

Transition to next slide:
Let us now consider another KM approach, this one from the bottom up.

Reference:
Thomas H. Davenport and Laurence Prusak, "How Organizations Manage What They Know," Harvard Business School Press, Boston, Massachusetts; 1998.

Slide 7: "Bottom-Up KM Approach"
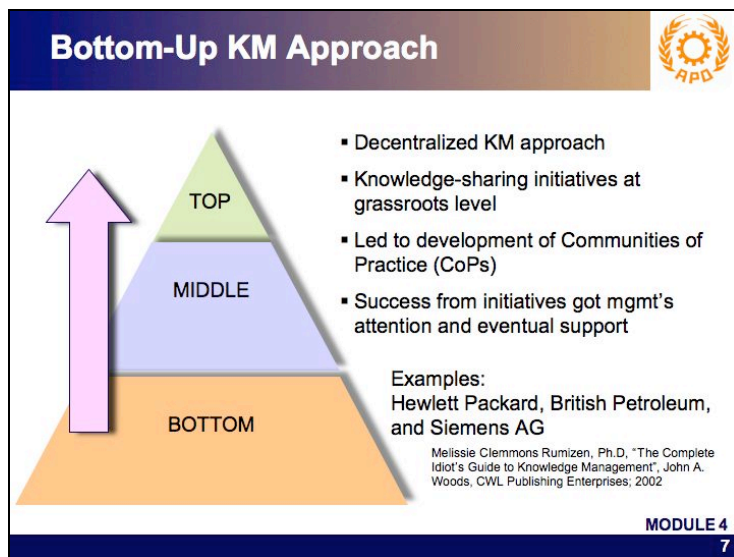
Key message:
Bottom-up KM approach

Trainer notes:
The bottom-up approach is also known as the "decentralized KM approach."

One example is Siemens AG, which started by providing support to knowledge sharing initiatives at the grassroots level.

This led to the development of a KM Community of Practice (CoP) and overall KM corporate strategy and support.

CoP refers to "groups of people who share a concern, a set of problems, or a passion about a topic, and who deepen their knowledge and expertise in this area by interacting on an ongoing basis." (Wenger, McDermott & Snyder, "Cultivating Communities of Practice," HBS Press; 2002.)

As they say, "*Birds of a feather flock together.*"

Other examples are Hewlett-Packard, which also started from CoPs (called "learning communities" at HP), while British Petroleum began with a virtual pilot team.

Success from these communities/pilot teams got management's attention and eventual support.

Transition to next slide:
Let us now consider yet another approach, from the middle out.

References:
Melissie Clemmons Rumizen, Ph.D, "The Complete Idiot's Guide to Knowledge Management," John A. Woods, CWL Publishing Enterprises; 2002.
Wenger, McDermott & Snyder, "Cultivating Communities of Practice," HBS Press; 2002.

Slide 8: "Middle-Out KM Approach"
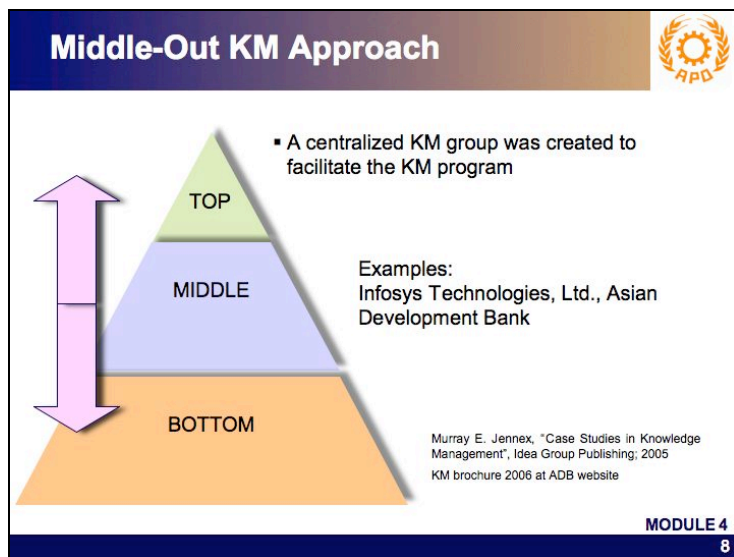
Key message:
Middle-out KM approach

Trainer notes:
Another approach is the middle-out KM approach.

One example of a company that uses this is Infosys Technologies, Ltd.

The company realized that a top-down KM model would not fit with ithe firm's largely decentralized nature, while a bottom-up approach might only lead to selective knowledge diffusion and application, and might not be able to address the real knowledge gaps.

The approach chosen was more like the middle-out model suggested by Nonaka and Takeuchi (1995).

A centralized KM group was created to facilitate the KM program. The group included:

• Behavioral experts (to help nurture a knowledge-sharing culture);

• Content-management team (to handle content-related issues and develop the knowledge taxonomy);

• Process expert team (to identify and initiate core KM processes and synchronize them with the core business processes); and,

• Technology team (to build and maintain the technical infrastructure).

Another example is the Asian Development Bank. ADB's Knowledge Management Center is responsible for coordinating and monitoring all knowledge initiatives within ADB and provides support on KM issues to the management committee and gives technical support and direction for KM activities company-wide.

Transition to next slide:
There are still other approaches. Let's consider the individual/team/organization/society approaches to KM implementation.

References:
Murray E. Jennex, "Case Studies in Knowledge Management," Idea Group Publishing; 2005.
www.adb.org/Knowledge-Management (Asian Development Bank's web site).

Slide 9: "Individual KM"

Key message:
Individual KM approach

Trainer notes:
Another approach to KM implementation is the individual or personal KM approach.

One company using this is American Airlines, which calls it "IdeAAs in Action."

A suggestion system saved $83 million for American Airlines in the first two and a half years of the program. For example, in 1987 a flight attendant reported her observation that most First Class passengers weren't eating the olives in their garden salads. So by eliminating one olive from each salad served in First Class, American Airlines saved $440,000.

Another example is the IBM Fellows Program.

To encourage innovation, IBM launched a program for engineers who have been with the firm for at least 15 years and who have a track record of creativity and productivity. They are given executive salaries and five years to work on whatever they want, with adequate resources.

Transition to next slide:
Let us now consider the next approach.

Reference:
Kathleen Foley Curley and Barbara Kivowitz, "The Manager's Pocket Guide to Knowledge Management," HRD Press, Inc.; 2001.

Slide 10: "KM at the Team Level"

Key message:
Team KM approach

Trainer notes:
Another approach to KM implementation is the team KM approach.

In Xerox Corporation, repair representatives were sharing stories during coffee or lunch breaks about their work – repairing machines, the problem-solving approaches/solutions that worked or didn't work, and so on.

These informal sessions that allowed them to pick up knowledge from each other clearly nurtured and developed the skills of individual service reps.

Some reps eventually emerged as "master problem-solvers" who were well known throughout Xerox for their competency.

To leverage the learning that was taking place within these local communities of service reps, Xerox launched what it called Project Eureka.

Eureka is a shared database of tips and best practices, which is contributed to by experienced repair technicians and product specialists.

In the Philippines, many are implementing 5S and/or Quality Circles and they have reaped substantial savings from the projects they have undertaken.

Transition to next slide:
Let us now consider the next approach: KM at the organizational level.

Reference:
European KM Forum IST Project No. 2000-26393, D3.1 Standardized KM Implementation Approach; 2001.

Slide 11: "KM at the Organizational Level"

Key message:
Organizational KM approach

Trainer notes:
Nokia, the Finnish telecommunications company, for many years has had a program in place called Future Watch.

It involved people from many different sectors of the organization, working globally in virtual spaces, focused on scanning the environment for emergent customer trends and technological advances that could keep Nokia product development ahead of the competitive curve.

In the Philippines, conglomerates have adopted the Philippine Quality Award Performance Excellence Framework that highlights the best practices from companies, departments, divisions, and groups based on the framework and disseminate them via intranet/portal, in-house newsletter/publication, and forums.

Transition to next slide:
Let us now consider the next approach, which occurs between multiple organizations.

Reference:
Kathleen Foley Curley and Barbara Kivowitz, "The Manager's Pocket Guide to Knowledge Management," HRD Press, Inc.; 2001.

Slide 12: "Inter-Organizational (Society) KM"

Key message:
Inter-Organizational (Society) KM approach

Trainer notes:
A 40-person community of innovation in the rail car industry used Communispace, a web-based system of software and services, to come together virtually.

In less than a week's time, they generated over 185 new ideas to create the rail car of the future.

In the Philippines, the SME Benchmarking Group comprising nine active companies has undertaken two benchmarking projects, namely, "How to handle customer feedback," and "Hiring and keeping the right person."

This is aligned with the APO Best Practice Network (BPN) composed of leading client companies of APO member countries that share best practices in an annual workshop.
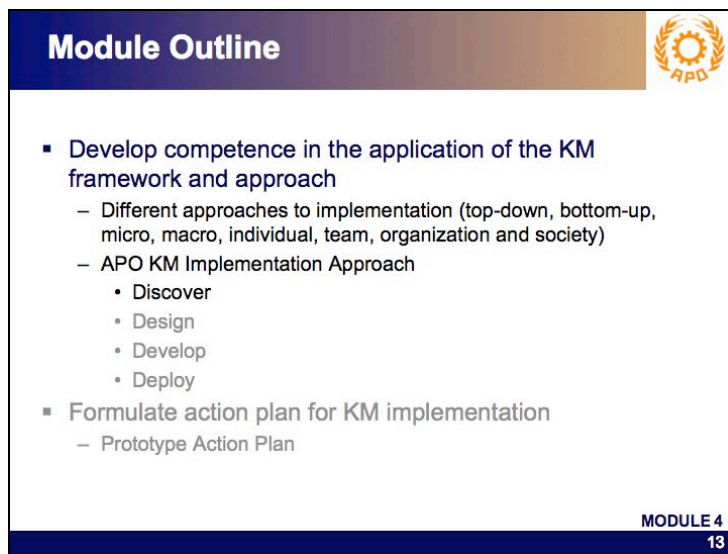
Transition to next slide:
Let us now start with the stages of the APO KM implementation approach.

Reference:
Kathleen Foley Curley and Barbara Kivowitz, "The Manager's Pocket Guide to Knowledge Management," HRD Press, Inc.; 2001.

Slide 13: "Module Outline"

Key message:
The first stage of the APO KM implementation approach, Discover, is the second topic under the first objective of Module 4.

Transition to next slide:
Let us now start with the four stages of APO KM Implementation.

Slide 14: "APO KM Implementation Approach"
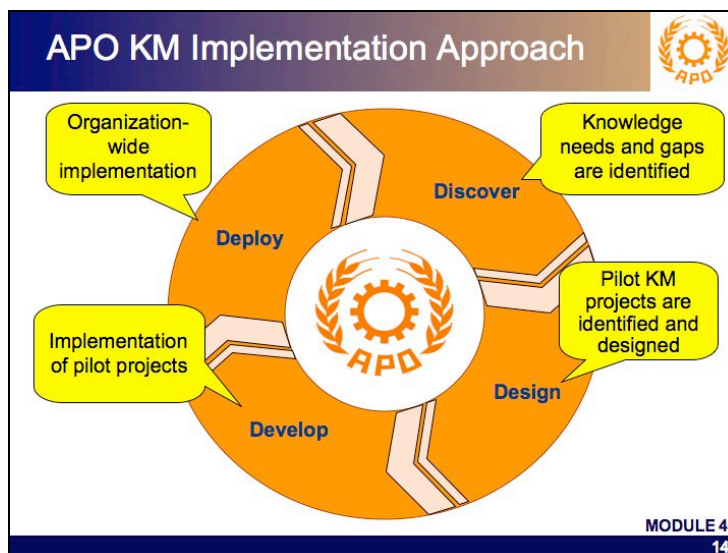
Key message:
The APO KM implementation approach

Transition to next slide:
First, a quick overview of the APO KM Implementation Approach.

Slide 15: "APO KM Implementation Approach"
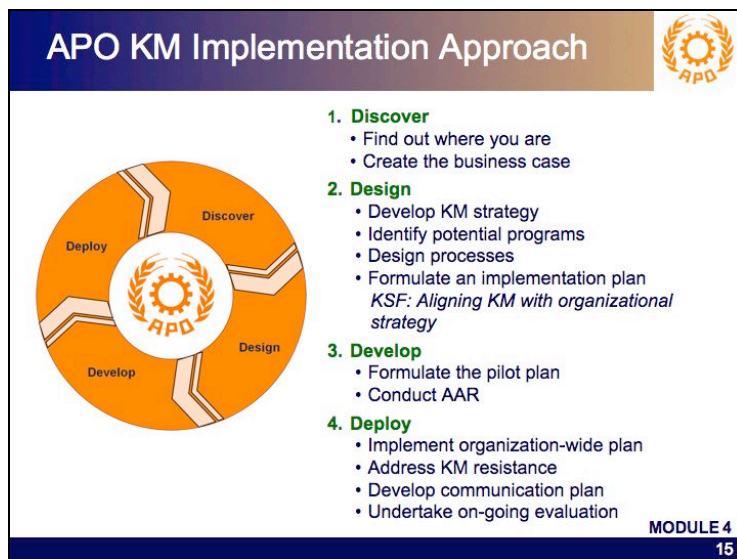
Key message:
Highlight the four stages of the APO KM Implementation Approach: Discover, Design, Develop, and Deploy.

Trainer notes:
Having introduced various KM implementation approaches, this module will provide practical steps your organizations can take as they embark on their KM journey. They are grouped into four major stages: Discover, Design, Develop, And Deploy (or the "4 Ds").

Discover
Knowledge needs and gaps are identified.
Remember in the knowledge processes, the first cycle is Identify. This is the stage where the critical knowledge needed to build the competencies of the organization is identified. In the Discover stage, we match these knowledge needs to the knowledge that we already have in the organization to identify any knowledge gaps.

Design
Pilot KM projects are identified and designed to address and close the gaps.

Develop
This stage refers to the implementation of pilot projects.

Deploy
This stage refers to the organization-wide implementation or deployment of the KM initiative.

Transition to next slide:
Let us now consider the steps under the first stage of KM implementation – Discover.

Slide 16: "Stage 1: DISCOVER – Step 1.1"

Key message:
The steps under Stage 1: Discover

Trainer notes:
There are two steps under Stage 1: Discover.
    Step 1: Find out where you are.
    Step 2: Create a business case for KM.

In Step 1, to find out where we are, we shall use the KM assessment tool based on the APO KM Framework.

Transition to next slide:
In the next slide let us look at this KM Assessment Tool in more detail.

Slide 17: "APO KM Assessment Tool"

Key message:
Introduction to the KM Assessment Tool

Trainer notes:
Emphasize that the assessment tool is an initial and rapid appraisal.

Transition to next slide:
Next, it is important to know the objectives of the KM Assessment Tool.

Slide 18: "Objectives of KM Assessment Tool"

Key message:
Objectives of the APO KM Assessment Tool

Transition to next slide:
Before we dig into the assessment tool, let's see how it fits in the APO KM Framework.

Slide 19: "APO KM Framework"

Key message:
A review of the KM Framework in the context of KM implementation

Trainer notes:
Before starting the journey, the organization needs to know where it is right now.

Looking at the APO KM Framework as our reference, we need to understand our organizational vision, mission, business goals, and strategic directions because these can help us identify and analyze our core competencies and capabilities.

The four accelerators can help us understand to what extent these drivers and enablers are prevalent in the organization so a successful KM implementation can be launched.

The five core knowledge processes can help us make an initial inventory of existing practices related to KM that can be leveraged on during implementation. You might already be doing KM without knowing it.

And lastly, the outcomes of KM efforts measure the effectiveness of the knowledge processes supported by the critical success factors (accelerators, vision, and mission).

The outcomes must be able to demonstrate enhancement of learning and innovation that build individual, team, organizational and societal capabilities, and ultimately lead to improvements in quality of products and services, productivity, profitability, and growth.

Transition to next slide:
Let us go back to the tool and get ready for our first exercise using the tool.

Slide 20: "Audit Items and Rating System"

Key message:
Explain the assessment rating system based on a questionnaire.

Transition to next slide:
Let us now start with the exercise.

Slide 21: "Workshop on KM Assessment Tool"
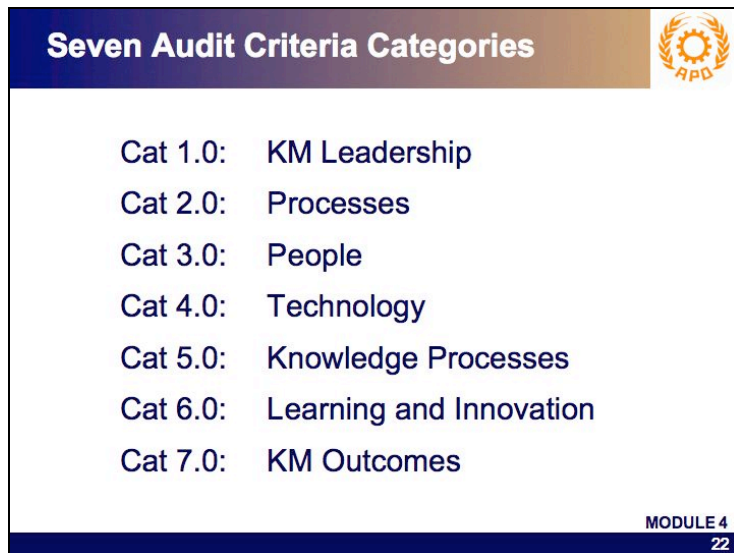
Trainer notes:
Ask the participants to read the case study on "Ethnic Vision." It is better if this is read in advance the previous night to save time and to have more time for reflection and understanding.

Transition to next slide:
After you have read the case study, let us proceed with the assessment step-by-step, taking each criteria category one at a time.

Slide 22: "Seven Audit Criteria Categories"

Key message:
Criteria for assessing KM readiness

Trainer notes:
As aligned with the APO KM Framework, the seven criteria for assessing KM readiness are:

- Cat 1.0: KM Leadership
- Cat 2.0: Process
- Cat 3.0: People
- Cat 4.0: Technology
- Cat 5.0: Knowledge Processes
- Cat 6.0: Learning and Innovation
- Cat 7.0: KM Outcomes

Transition to next slide:
We'll start with the first category: KM Leadership.

Slide 23: "Cat 1.0: KM Leadership"

Key message:
Assessing KM leadership

Trainer notes:
Slide shows what we are looking for in Cat 1.0: KM Leadership.

Transition to next slide:
Let us review the questions for Cat 1.0: KM Leadership.

Slide 24: "Cat 1.0: KM Leadership"

Key message:
Assessing KM leadership

Trainer notes:
See the questions in the slide.

Transition to next slide:
Now, let's do a brief exercise to show you the individual and group scoring process for Cat 1.0: KM Leadership.

Slide 25: "Exercise"
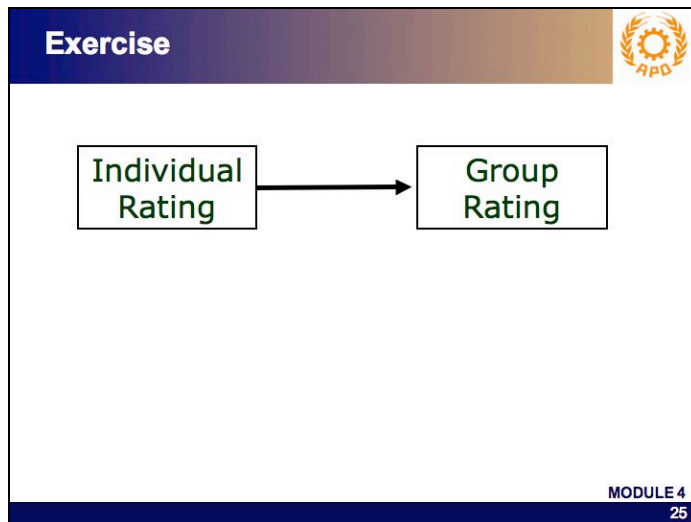
Key message:
Individual and group scoring

Trainer notes:
You may now start your individual and then group scoring for Cat 1.0: KM Leadership.

Transition to next slide:
Here's what the scoring sheet looks like.

Slide 26: Workshop 1: "Individual or Group Scoring Sheet"

Key message:
Computing category and total scores

Trainer notes:
For the individual computation, please use the computation table provided in Appendix 3.

For the group computation, you will be using the above computation table. See Appendix 4 of the *Facilitators' Guide* for the sample workshop output and Appendix 4 of the *Participants' Guide* for the templates.

Instructions for the group computation table
In Column (1), write your subtotal score per each category. Compute the average of the individual scores to arrive at your group score.

Compare each subtotal score with the maximum category points for each category found in Column (2).

At the bottom row of Column (1), tally your group's total score and compare against the total maximum points indicated at the bottom row of Column (2).

In Column (3), rank the categories from "1 to 7" with "1" as the highest and "7" as the lowest.

Transition to next slide:
We'll now proceed to the next step.

Slide 27: "Exercise"
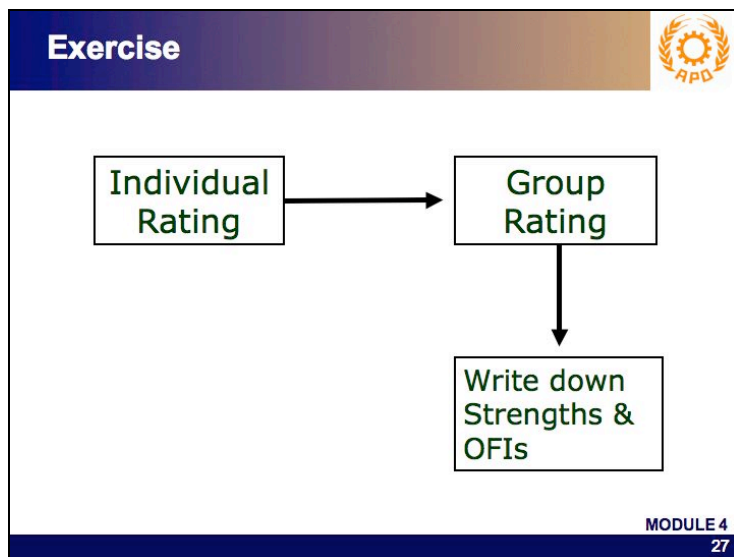
Key message:
Identifying knowledge gaps and opportunities

Trainer notes:
See the instructions in the slide.

Transition to next slide:
We'll now proceed to the next step.

Slide 28: "Group Significant Findings Matrix"

Key message:
Template for consolidating knowledge gaps for all the categories

Trainer notes:
The slide shows a summary table of the significant findings per group, in terms of strengths and opportunities for improvement, based on the results of the assessment using the seven criteria categories.

Instructions:
Each group will write down the strengths and opportunities for improvement (OFI) based on the criteria categories, then summarize and prioritize them.
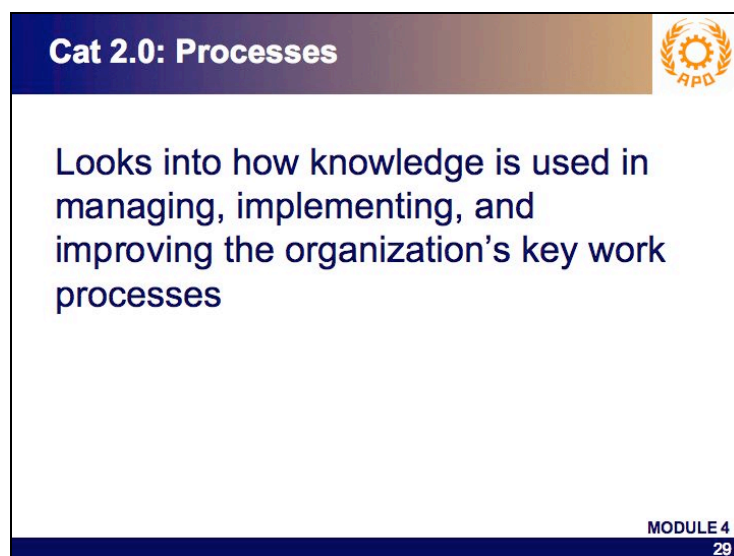
Each group will post its summary of the strengths and OFIs per criteria category in a copy of the template above (see Appendix 4 of the *Facilitators' Guide* for the sample workshop output and Appendix 4 of the *Participants' Guide* for the template). The OFIs will reveal the competencies or skills that individuals and teams need to effectively deliver products and services.

Start with Cat 1.0: KM Leadership.

Transition to next slide:
We'll now go to the next category – Cat 2.0: Processes

Slide 29: "Cat 2.0: Processes"

Key message:
Assessing Cat 2.0: Processes

Trainer notes:
Slide shows what we are looking for in Cat 2.0: Processes.

Transition to next slide:
Let us see the questions for Cat 2.0: Processes.

Slide 30: "Cat 2.0: Processes"

Key message:
Assessing Cat 2.0: Processes

Slide 31: "Exercise"
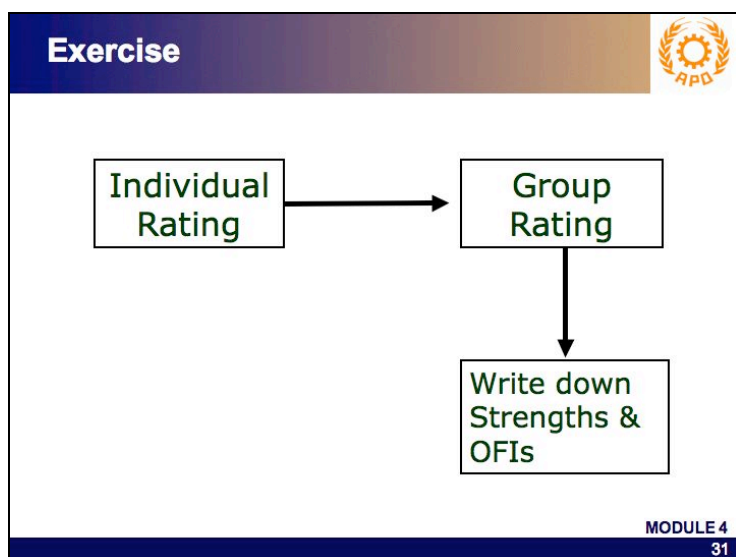
Key message:
Assessing Cat 2.0: Processes

Trainer notes:
See the slide for instructions for Cat 2.0: Processes.

Transition to next slide:
We shall proceed to filling out the template for this category.

Slide 32: "Group Significant Findings Matrix"

Key message:
Template for consolidating knowledge gaps for Cat 2.0: Processes

Trainer notes:
Each group will write down the strengths and opportunities for improvement for Cat 2.0: Processes.

Transition to next slide:
Similarly, we shall proceed to the next assessment category: Cat 3.0: People.

Slide 33: "Cat 3.0: People"

Key message:
Assessing Cat 3.0: People

Trainer notes:
Slide shows the pertinent things we are looking for in Cat 3.0: People.

Transition to next slide:
Let us see the questions for Cat 3.0: People in the next slide.

Slide 34: "Cat 3.0: People"

Key message:
Assessing Cat 3.0: People

Transition to next slide:
Let's do the individual and group scoring process for Cat 3.0: People.

Slide 35: "Exercise"
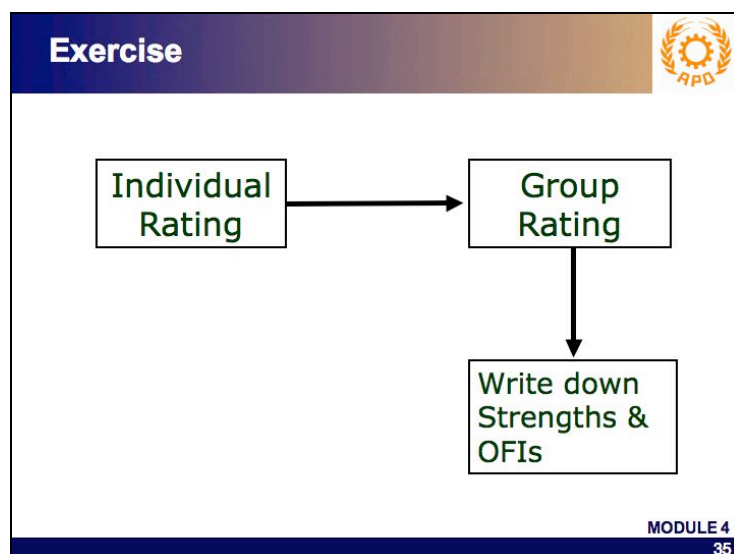
Key message:
Assessing Cat 3.0: People

Trainer notes:
See the slide for instructions for Cat 3.0: People.

Transition to next slide:
We shall proceed to filling in the template for this category.

Slide 36: "Group Significant Findings Matrix"

Key message:
Template for consolidating knowledge gaps for Cat 3.0: People

Trainer notes:
Each group will write down the strengths and opportunities for improvement for Cat 3.0: People.

Transition to next slide:
Similarly, we shall proceed to the next assessment category: Cat 4.0: Technology.

Slide 37 "Cat 4.0: Technology"

Key message:
Assessing Cat 4.0: Technology

Trainer notes:
The slide shows what we are looking for in Cat 4.0: Technology.

Transition to next slide:
Let us see the questions for Cat 4.0: Technology.

Slide 38: "Cat 4.0: Technology"

Key message:
Assessing Cat 4.0: Technology

Trainer notes:
See the questions in the slide.

Transition to next slide:
Let's start the individual and group scoring process for Cat 4.0: Technology.

Slide 39: "Exercise"
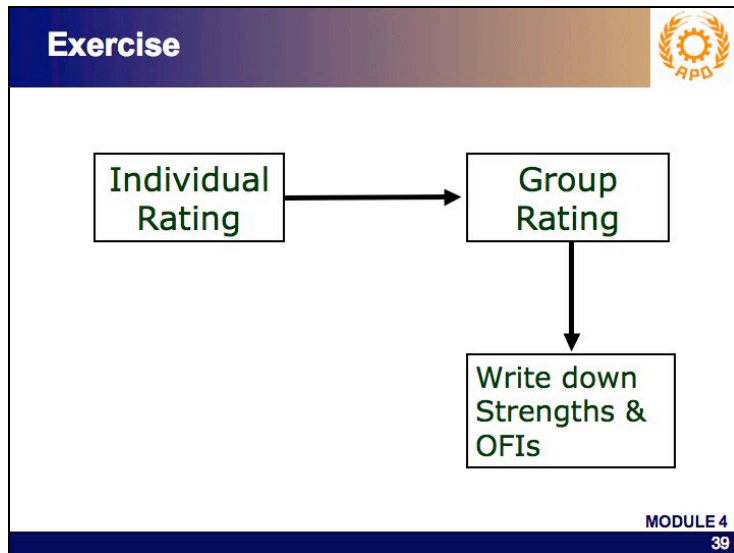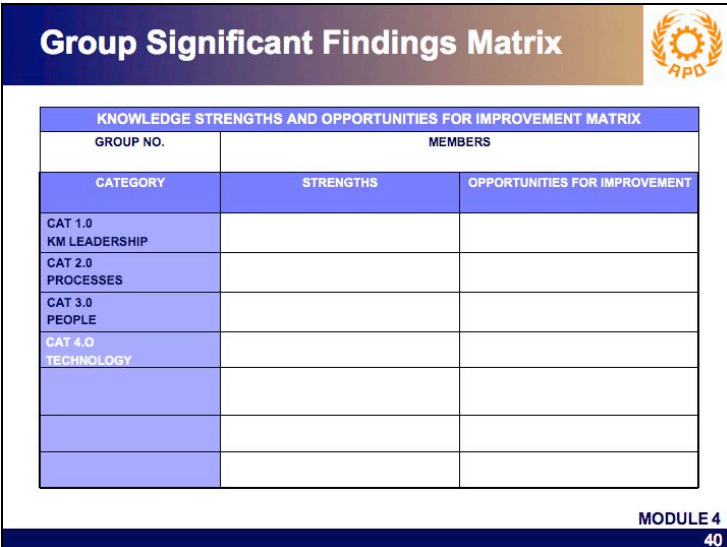
Key message:
Assessing Cat 4.0: Technology

Trainer notes:
See the slide for instructions for Cat 4.0: Technology.

Slide 40: "Group Significant Findings Matrix"

Key message:
Template for consolidating knowledge gaps for Cat 4.0: Technology

Trainer notes:
Each group will write down the strengths and opportunities for improvement for Cat 4.0: Technology.

Transition to next slide:
Similarly, we shall proceed to the next assessment category: Knowledge Processes.

Slide 41: "Cat 5.0: Knowledge Processes"

Key message:
Assessing Cat 5.0: Knowledge Processes

Trainer notes:
Slide shows what we are looking for in Cat 5.0: Knowledge Processes.

Transition to next slide:
Let us go over the questions for Cat 5.0: Knowledge Processes.

Slide 42: "Cat 5.0: Knowledge Processes"

Key message:
Assessing Cat 5.0: Knowledge Processes

Trainer notes:
See questions in slide.

Transition to next slide:
Let us start the individual and group scoring process for Cat 5.0: Knowledge Processes.

Slide 43: "Exercise"
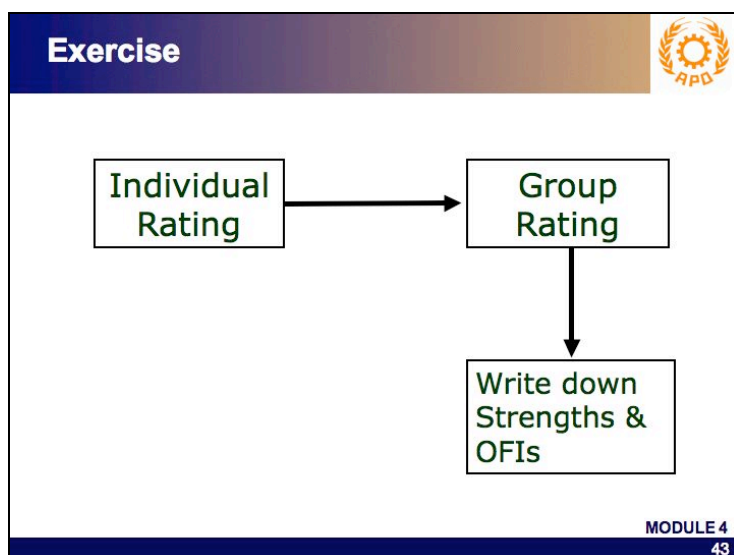
Key message:
Assessing Cat 5.0: Knowledge Processes

Trainer notes:
See the slide for instructions for Cat 5.0: Knowledge Processes.

Transition to next slide:
We shall proceed to list our significant findings below:

Slide 44: "Group Significant Findings Matrix"

Key message:
Template for consolidating knowledge gaps for Cat 5.0: Knowledge Processes

Trainer notes:
Each group will write down the strengths and opportunities for improvement for Cat 5.0: Knowledge Processes.

Transition to next slide:
We shall proceed to the next assessment category: Learning and Innovation.

Slide 45: "Cat 6.0: Learning and Innovation"

Key message:
Assessing Cat 6.0: Learning and Innovation

Trainer notes:
Slide shows what we are looking for in Cat 6.0: Learning and Innovation.

Transition to next slide:
Let us see the questions for Cat 6.0: Learning and Innovation.

Slide 46: "Cat 6.0: Learning and Innovation"

Key message:
Assessing Cat 6.0: Learning and Innovation

Trainer notes:
See the questions in the slide.

Transition to next slide:
Let's start the individual and group scoring process for Cat 6.0: Learning and Innovation.

Slide 47: "Exercise"
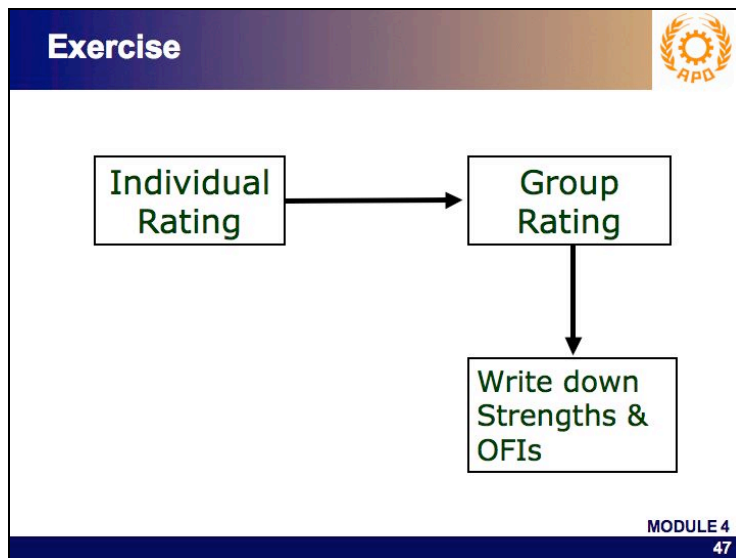
Key message:
Assessing Cat 6.0: Learning and Innovation

Trainer notes:
See the slide for instructions for Cat 6.0: Learning and Innovation.

Transition to next slide:
We shall fill in the significant findings for this category as before.

Slide 48: "Group Significant Findings Matrix"

Key message:
Template for consolidating knowledge gaps for Cat 6.0: Learning & Innovation

Trainer notes:
Each group will write down the strengths and opportunities for improvement for Cat 6.0: Learning & Innovation.

Transition to next slide:
We'll now proceed to the next category: KM Outcomes.

Slide 49: "Cat 7.0: KM Outcomes"

Key message:
Assessing Cat 7.0: KM Outcomes

Trainer notes:
The slide shows what we are looking for in Cat 7.0: KM Outcomes.

Transition to next slide:
Let us see the questions for Cat 7.0: KM Outcomes in the next slide.

Slide 50: "Cat 7.0: KM Outcomes"

Transition to next slide:
Let's start the individual and group scoring process for Cat 7.0: KM Outcomes as we did with the other categories.

Slide 51: "Exercise"
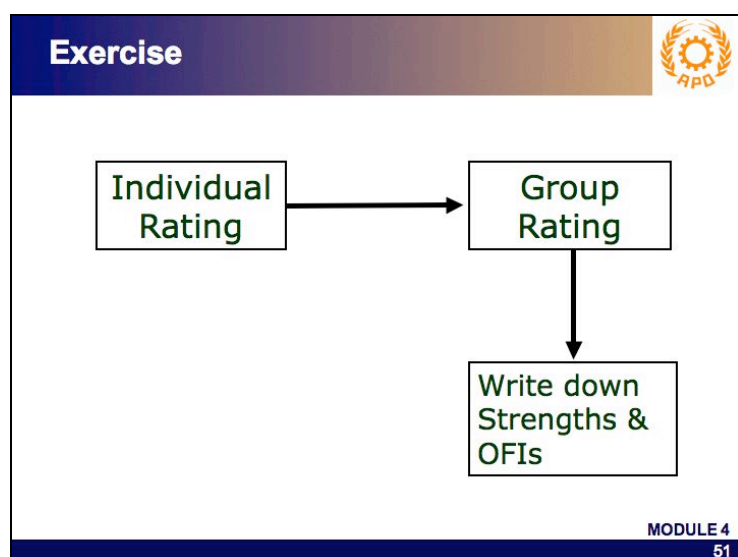
Key message:
Assessing Cat 7.0: KM Outcomes

Trainer notes:
See the slide for instructions for Cat 7.0: KM Outcomes.

Transition to next slide:
We shall proceed to the next instruction.

Slide 52: "Group Significant Findings Matrix"

Key message:
Template for consolidating knowledge gaps for Cat 7.0: KM Outcomes

Trainer notes:
Each group will write down the strengths and opportunities for improvement for Cat 7.0: KM Outcomes.

Transition to next slide:
Now we'll post our group scores in the Summary Table.

Slide 53: "Exercise"
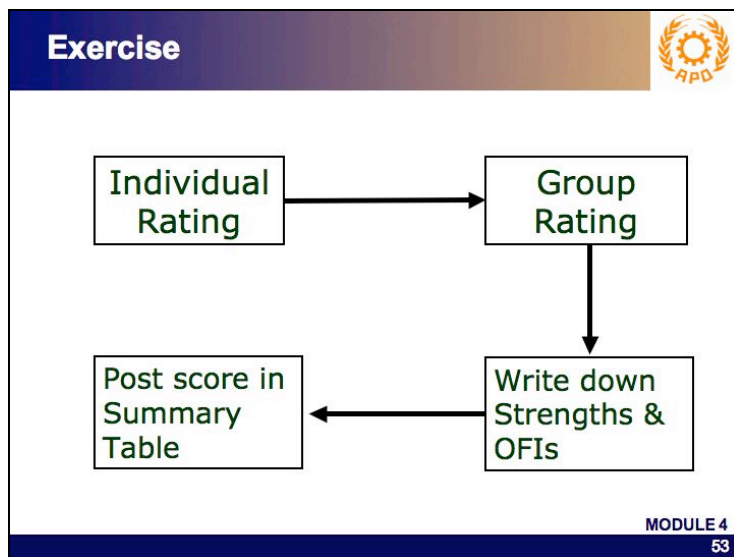
Key message:
Assessing Cat 7.0: KM Outcomes

Trainer notes:
The next step is to post all the scores in the Summary Table.

Transition to next slide:
Let's take a look at the Summary Table.

Slide 54: "Summary Table of Group Scores"

Key message:
Summary of group category and total scores

Trainer notes:
This is the template for capturing each group's computation for each category and the total scores.

You are going to use this for posting your group category and total scores on the Summary Table.

Transfer the template onto an easel sheet and post it on the white board.

Ask each group to post their group scores in the easel sheet for everyone to see.

When all the groups have posted their scores for all seven criteria categories, the scores are tabulated and ranked to determine how the SME in the case study fared in terms of KM readiness.

Transition to next slide:
To show how the SMEs' actual scores compare with the ideal, we'll use a radar chart.

Slide 55: "Exercise: Show Results on Radar Chart"
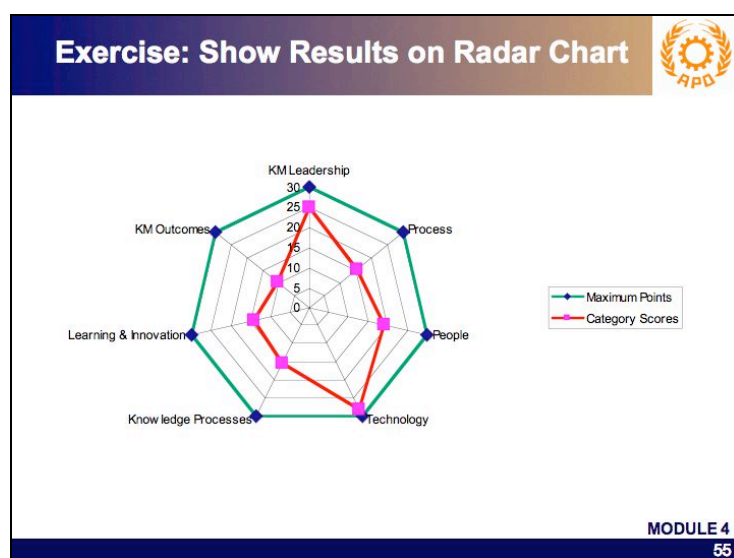
Key message:
Radar chart for plotting assessment results

Trainer notes:
The chart shows the actual scores obtained for each category versus the maximum score for that category. The nearer it approaches the maximum score, the better the results.

Transition to next slide:
Complete your group's outputs and proceed to the next instructions.

Slide 56: "Exercise: Presentation of Outputs"

Key message:
Group presentation of outputs of the KM assessment exercise

Trainer notes:
Use the templates provided to you for the presentation of your group outputs. See Appendix 4 of the *Participants' Guide* and the *Facilitators' Guide* for the templates.

Each group will be provided an Excel™ program for the radar chart analysis. See Appendix 4 of the *Facilitators' Guide* for the sample workshop output and Appendix 4 of the *Participants' Guide*.

Each group will now make a presentation of the scores, strengths, and opportunities for improvement, and the radar chart. Each group has 10 minutes for the presentation.

Transition to next slide:
Let us see what the total scores mean in terms of level of KM readiness.

Slide 57: "Levels of KM Readiness"
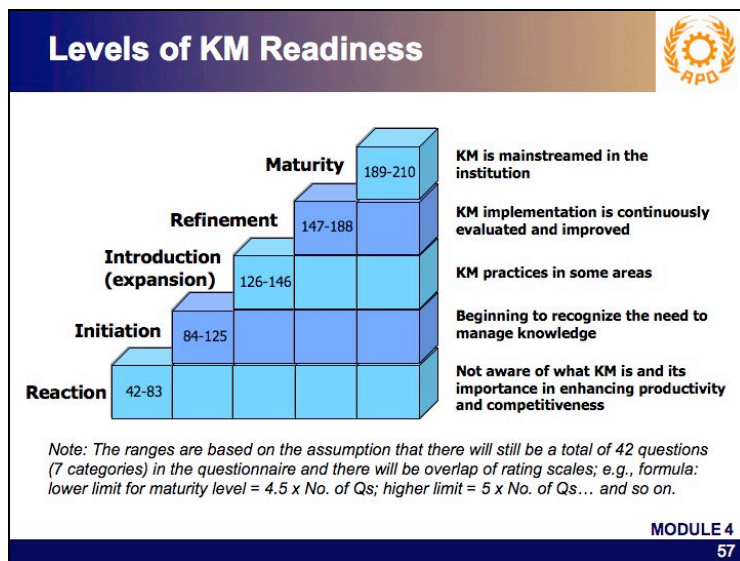
Key message:
Levels of KM readiness

Trainer notes:
The results of the audit give a picture of the level of KM readiness in an organization. This may range starting from the "reaction" level at its lowest, up to the "maturity" level at its highest.

There are actually five levels in all, from lowest to highest: (1) Reaction, (2) Initiation, (3) Expansion, (4) Control, and (5) Maturity.

The conditions describing each of these levels are actually related to the presence, absence, or weakness thereof of the four KM accelerators, learning and innovation, and the KM outcomes in the organization.

The meaning of each of the five levels is as follows:
• Level 1: Reaction
  The organization is not aware of what KM is and its importance in enhancing productivity and competitiveness.
• Level 2: Initiation
  The organization is beginning to recognize the need to manage knowledge or may already be initiating a pilot KM project.
• Level 3: Expansion
  KM is fully implemented and deployed.
• Level 4: Control
  Implementation of KM is continually evaluated for continuous improvement.
• Level 5: Maturity
  KM is fully mainstreamed within the organization.

See Appendix 3 in the *Participants' Guide* for a more detailed interpretation of results.

Transition to next slide:
Let us now move on to Step 2 of the DISCOVER stage of KM implementation.

Slide 58: "STAGE 1: DISCOVER – Step 1.2"

Key message:
Step 1.2: Make the business case for KM

Trainer notes:
Coming from the results of the assessment and knowing where the knowledge needs and gaps of the organization are, we are then in a better position to create a business case for KM.

Transition to next slide:
Let us take a look into making the business case for KM.

Slide 59: "Making the Business Case for KM"

Key message:
Preparing the business case for KM starting with asset value

Trainer notes:
In making the business case for KM, some typical issues might be:

- Asset value – How will value be measured? What is the risk?

- Benefits potential – What results could be achieved? What are the potential returns?

- Cost-effectiveness – What will it cost in time and money?

- Under asset value, we are looking at:

- Market value – What is the market value of specific knowledge assets such as a customer database, a patent license, a team of experts?

- Cost – How much does it cost to train a new hire? How many man-days went into developing your intranet content?

- Replacement cost – If you had a disaster (the technical team leaving, your computer records destroyed by fire), what would it cost today to get back to where you started?

- Liability cost – How vulnerable are you to legal liability, e.g. product traceability?

Transition to next slide:
Let's now look at potential benefits.

Reference:
David J. Skyrme: I3 Update/Entovation International News: No. 52; July-August, 2001.

Slide 60: "Making the Business Case for KM"

Key message:
Potential benefits that can be derived from KM

Trainer notes:
For most organizations, the real value of knowledge management is in the benefits it brings to the bottom line. It can range from increased knowledge worker productivity, to faster time-to-market for new products, to better customer service.

Potential benefits – What results could be achieved? What are the potential returns?

Information and knowledge benefits – faster retrieval of vital information, getting access to expertise, accessing all the required information in one place, such as a portal.

Intermediate benefits – minimizing duplication, sharing knowledge across the organization, getting new hires up to speed faster.

Organizational benefits – reducing costs, increasing productivity, encouraging innovation. Customer and stakeholder benefits – better products and services, higher quality, better value.

Transition to next slide:
Let's now look at cost effectiveness.

Slide 61: "Making the Business Case for KM"

Making the Business Case for KM

The ABCs of a business case for Knowledge Management

A
- *People*
  - Impact of productivity increase to the bottom line
- *Facility costs*
  - Sharing best practices in areas such as office design, health and safety, energy

B
- *e-business opportunities*
  - Savings on transaction costs
- *Customers*
  - Better customer knowledge can help you focus resources on the most profitable customers

C Cost effectiveness
(What will it cost in time and money?)

Source: David J. Skyrme; I³ Update/Entovation International News; No. 52; July-August 2001   MODULE 4
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Key message:
Making the business case for KM: cost-effectiveness

Trainer notes:

- Cost-effectiveness – What will it cost in time and money?

- People – every 1% increase in productivity results in a flow-through to the bottom line of substantial sums of money.

- Facility costs – by sharing best practice in areas such as office design, health and safety, energy.

- e-business opportunities – save on transaction costs or shift costs to your users. Use of the Internet can save thousands or millions of dollars a year on telephone costs.

- Customers – better customer knowledge and use of CRM (Customer Relationship Management) systems can help you focus resources on the most-profitable customers.

Transition to next slide:
Now, let's see how we can prepare a business case on KM with the use of a template.

Slide 62: "KM Business Case Template"

Key message:
Using the KM business case template

Trainer notes:
To facilitate the development of a business case for KM, a template has been prepared with the following basic information about the business case:

- Name or title of the business case

- Rationale

- Triggers – business need; how is this linked to organizational strategy?

- Objectives
  What are the expected business results?

- Description of the Project
  What is the scope/coverage? How is it going to be implemented? How long will it take to implement? What are the milestones? Who will be implementing this project?
- Knowledge Management Intervention
  How will KM effectively address the business need?
- Critical Success Factors
  What would contribute to the success of the project?
- Cost-Benefit Analysis
  What are the costs of resources required vs. savings derived from more efficient and effective processes?

Transition to next slide:
Let's take a look at an example.

Slide 63: "Example of a KM Business Case"

Trainer notes:
The slide shows an example of a KM business case on the Eureka Project of Xerox Corporation.

It shows the rationale and objectives.

Transition to next slide:
Let's look at the description of the project.

Reference:
European KM Forum IST Project No. 2000-26393; D3.1 Standardised KM Implementation Approach; 2001.

Slide 64: "Example of a KM Business Case, con't"

Key message:
Application of the business case template to an example

Trainer notes:
The slide is a continuation of the example of a KM business case featuring the Eureka Project of Xerox Corporation.

It shows the description of the project.

Transition to next slide:
Let's look at the KM implementation approach, critical success factors, and cost-benefit analysis.

Slide 65: "Example of a KM Business Case, con't"

Key message:
Application of the business case template to an example

Trainer notes:
The slide is a continuation of the example of a KM Business Case on the Eureka Project of Xerox Corporation.

It shows the KM implementation approach, critical success factors, and cost-benefit analysis.

Transition to next slide:
It's time for another workshop. Let's see how we can come up with a business case from an SME case study.

Reference:
European KM Forum IST Project No. 2000-26393; D3.1 Standardized KM Implementation Approach 2001.

Slide 66: "Workshop on Making a Business Case"

Key message:
Application of the business case template to the case study

Trainer notes:
This is the second workshop under Module 4. Follow the instructions on the slide.
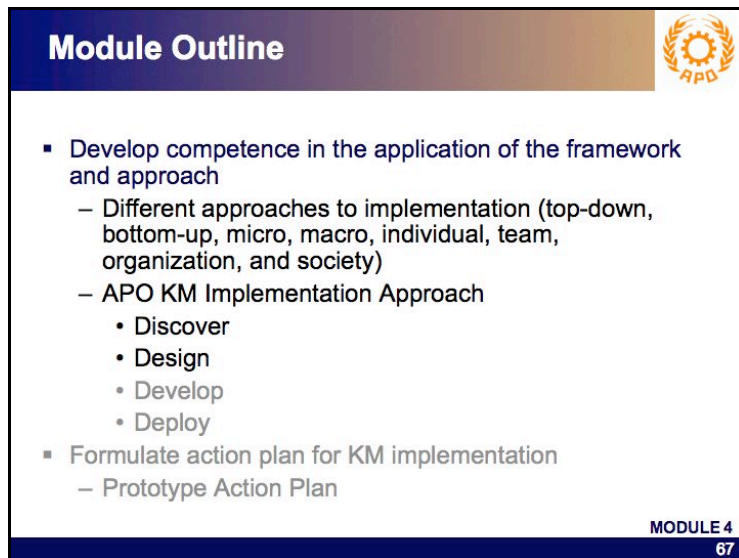
See Appendix 4 of the *Facilitators' Guide* for the sample workshop output and Appendix 4 of the *Participants' Guide* for the template.

If the exercise will take up a lot of time, an alternative would be to just ask the participants to give three points why Ethnic Vision should be doing KM.

Transition to next slide:

This brings to a close Stage 1: Discover. We shall now be moving on to the next part of the KM Implementation Approach, which is Stage 2: Design.

Slide 67: "Module Outline"

Key message:

Stage 2: Design of KM Implementation Approach

Trainer notes:

The next stage, Stage 2, is Design.

Transition to next slide:

Let's review the 4Ds of the KM implementation approach.

Slide 68: "APO KM Implementation Approach"
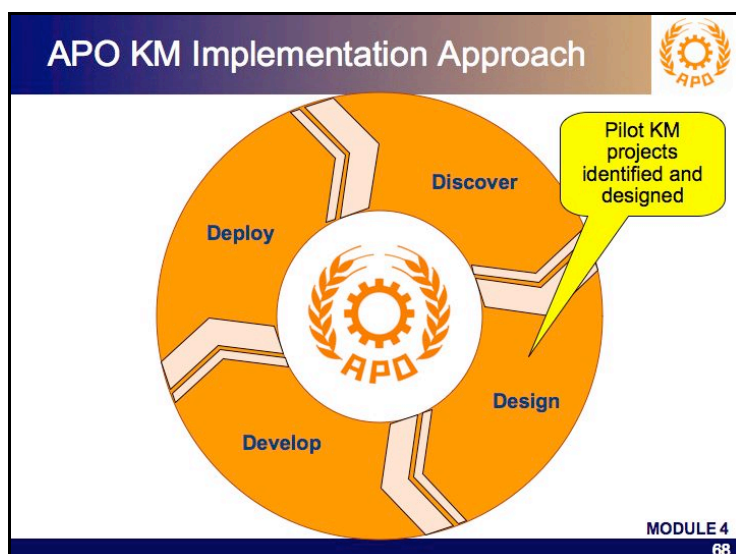
Key message:
Stage 2: Design of KM Implementation Approach

Trainer notes:
After Discover where we identified knowledge gaps, we now move to Design where we identify and design pilot KM projects.

Transition to next slide:
Let's see what the steps are under Stage 2: Design.

Slide 69: "Stage 2: Design"

Key message:
Steps in Stage 2: Design of KM Implementation Approach

Trainer notes:
There are four steps in Stage 2: Design, namely,

- Develop a KM strategy

- Identify potential programs

- Design processes in relation to programs; and,

- Formulate an implementation plan

Transition to next slide:
Let's start with Step 1: Develop a KM Strategy.

What is a KM Strategy?

Slide 70: "KM Strategy"

Key message:
Definition of Knowledge Strategy

Trainer notes:
Let us start with a definition of a knowledge strategy.

There are two definitions that are particularly good. This one is simple and easy to understand.

Transition to next slide:
Let's look at the other definition of knowledge strategy.

Reference:
http://www.nelh.nhs.uk/knowledge_management/km2/strategy_toolkit.asp.

Slide 71: "KM Strategy"

Transition to next slide:
How do we develop a knowledge strategy? Let's look at some tips and guidelines.

Slide 72: "Developing a KM Strategy"

Key message:
Suggested guideline in developing a KM Strategy

Trainer notes:
This is a suggested guideline offering some tips you can use in developing a knowledge strategy. (Enumerate what is in the slide).

It is important to start with the organization's strategy and goals because these serve as the anchor for your KM strategy.

Your KM strategy must be able to support your business strategy.

Transition to next slide:
And this is where we need to identify gaps. Let's dig a little deeper into these strategic knowledge gaps.

Slide 73: "Strategic Knowledge Gap Analysis"
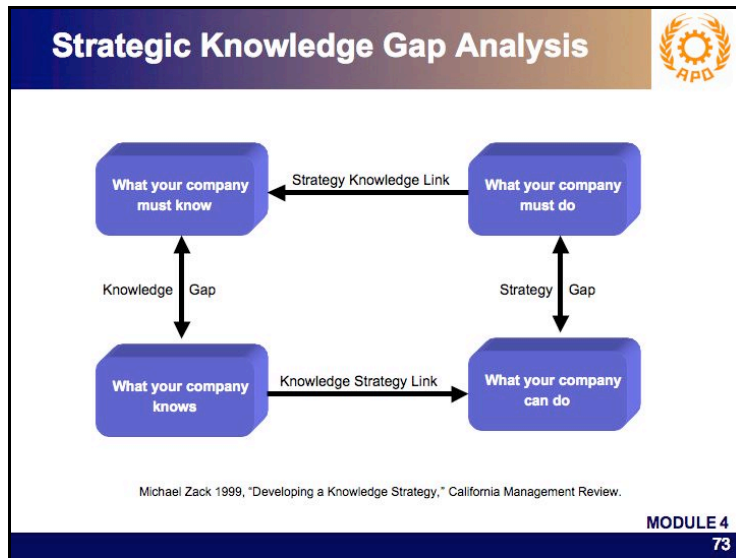
Key message:
Analyzing knowledge and strategic gaps

Trainer notes:
Based on the analysis of a previous assessment of knowledge gaps and opportunities and the crafting of a business case, you can single out a key strategic knowledge gap.

An organization must be able to determine its strategy, identify the knowledge required to execute its intended strategy, and compare that to its existing knowledge, in order to uncover its strategic knowledge gaps.

There are two kinds of gaps:

Strategic gap
This is the gap between what a firm must do to compete and what it actually is doing.

Using traditional strategic management approaches, such as SWOT (Strengths, Weaknesses, Opportunities and Threats of an organization), the firm must be able to strike a balance between what it can do and what it must do to maintain its strategic position.

Knowledge gap
Beneath a firm's strategic gap is a potential knowledge gap.

Given what a firm must do to compete and what it can do, there may also be a gap between what the firm must know to execute its strategy, and what it does know.

Transition to next slide:
Knowing the strategic knowledge gaps, the organization can now craft its KM Vision. So what is a KM Vision?

Reference:
Michael Zack, "Developing a Knowledge Strategy," California Management Review; 1999.

Slide 74: "KM Vision"

Trainer notes:

Given the strategic knowledge gaps, what compelling KM Vision must the organization adopt to inspire it to achieve greater heights in terms of performance and sustainability?

Just as we started with the organization's strategy and goals, the KM Vision must also be aligned with the overall vision of the organization.

Let's look at some sample KM Visions (refer to slide).

Transition to next slide:

After formulating the KM Vision, we now need to determine the KM Objectives. Let's look at some examples of KM Objectives.

Slide 75: "Examples of KM Objectives"

Key message:
KM objectives of selected companies

Trainer notes:
With the articulation of their KM Vision, organizations need to determine as well the specific KM Objectives that must be pursued based on the business need that relates to knowledge.

Some examples of KM Objectives are shown on the slide.

Transition to next slide:
Let's now consider some examples of KM strategies of some organizations.

Slide 76: "Examples of KM Strategy"

Key message:
KM strategy examples

Trainer notes:
Guided by the strategic knowledge gap, the KM Vision and KM Objectives, we can now formulate the KM Strategy.

Let's look at some examples of KM strategies from three organizations.

In Tata Steel's case, let me explain what codification and personalization mean.

Codification as a KM strategy is more applicable to businesses or operations that produce standardized products and services wherein reuse of knowledge is important. Therefore, that kind of knowledge must be easy to store, organize, and retrieve. Focus is on applying knowledge to improve people competency and process efficiency, to maximize current resources including knowledge assets. TQM systems are an example of a way to efficiently reuse knowledge to improve processes.

Personalization strategy, on the other hand, relies heavily on connecting knowledge employees through networks and is better suited to organizations where solution to problems depends more on tacit knowledge and expertise than on codified knowledge.
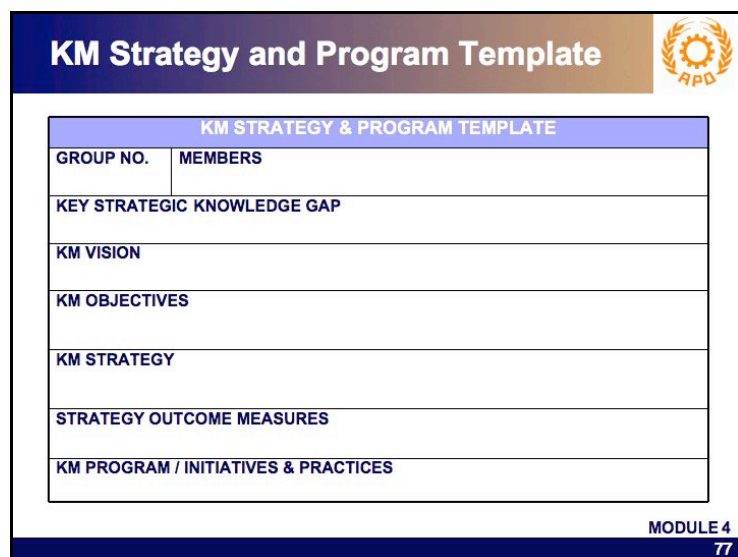
Transition to next slide:
To aid us in the formulation of the KM Strategy, let's look at a template that we can use.

References:
Primer on Knowledge Management; Standards, Productivity and Innovation Board (SPRING Singapore); 2001.

Kathleen Foley Curley and Barbara Kivowitz, "The Manager's Pocket Guide to Knowledge Management," HRD Press, Inc.; 2001.

Slide 77: "KM Strategy and Program Template"

Key message:
Template for defining KM strategy and programs

Trainer notes:
This template guides us to the formulation of the KM Strategy and facilitates the translation of strategy to programs.

We have already discussed how to identify the key strategic knowledge gaps and craft the KM vision/objective/strategy.

Let's complete the template by determining the Strategy Outcome Measures.

As a way of ensuring the effectiveness of the strategy, these measures will guide you in determining what needs to be improved or enhanced.

Lastly, the KM Programs. Based on all the above, you can now develop the appropriate KM Program for the organization. This will, however, be taken up in more detail later.

Transition to next slide:
Now, let's apply the template by using again the case study on Project Eureka of Xerox Corporation.

Slide 78: "Example of KM Strategy"

Trainer notes:
The slide shows a sample of a KM strategy featuring the Eureka Project of Xerox Corporation, from Key Strategic Knowledge Gap to KM Objective.

Transition to next slide:
Let's continue with the rest of the example of KM strategy.

Slide 79: "Example of KM Strategy (con't)"

Trainer notes:
The slide shows an example of the KM strategy from the Eureka Project of Xerox Corporation.

Transition to next slide:
Let's continue with another workshop, this time formulating a KM Strategy for the SME Case Study.

Slide 80: "Workshop on KM Strategy"

Trainer notes:
This is the third workshop under Module 4. Fill in your group No. and names of members.

Based on the previous workshops we have done, we are now ready to identify the Key Strategic Knowledge Gap and craft the KM Vision.

To close the gap, formulate the:

- KM Objective

- KM Strategy

- Strategy Outcome Measures

See Appendix 4 of the *Facilitators' Guide* for an example workshop output and Appendix 4 of the *Participants' Guide* for the template.

Transition to next slide:
Now, let us move to Step 2.2: Identify potential KM programs.

Slide 81: "Stage 2: Design"

Key message:
Identifying potential KM programs

Trainer notes:
This is Stage 2, Step 2.2: Identifying potential programs (individual, team, intra-organization, and inter-organization).

Transition to next slide:
Moving along, let us consider some potential KM programs.

Slide 82: "Potential KM Programs"

Trainer notes:
At this point, the organization can now develop a KM program to address the KM strategy to achieve the objectives of its KM effort.

Depending on the focus of the KM program and the level of implementation, there are a myriad of KM programs/initiatives and practices that can be adopted by an organization, either singly or in combination.

The slide shows some suggested KM programs for each level (individual, team, intra-organization, and inter-organization).

IT and web-based KM programs can cut across the different levels (i.e., intranet/web, collaboration tools, knowledge bases).

Some of these are as follows:

- INDIVIDUAL (Formal Training, Mentoring, Coaching, Exit Interviews, Talk Rooms, Knowledge Repositories).

- TEAM [Communities of Practice (CoP), After-Action Reviews (AAR)].

- INTRA-ORGANIZATION (Expert Networks, Internal Benchmarking).

- INTER-ORGANIZATION (External Benchmarking, Networks of Practice).

Some additional information or definitions of the above KM programs are as follows:
In capability building, you can have training that can take the form of formal classroom training or on-the-job (OJT) training, mentoring, and coaching.

Knowledge mapping is taking an inventory of the organization's knowledge assets, who's got it, where is it located; and how this knowledge flows from the source to the receiver.

Knowledge harvesting is capturing and codifying knowledge, specially tacit knowledge, from people who are about to: (1) leave the organization, (2) be promoted to another position, and/or (3) be detailed/assigned/seconded to another post in the organization and ensuring that knowledge transfer takes place to minimize loss of knowledge.

Talk rooms are venues for socializing, especially of R&D staff. These random conversations are expected to create value for the organization.

AARs have already been discussed in the previous modules. Other names for this are Lessons Learned Meetings and Debriefings. This is the act of reviewing an activity after its completion and making use of the results to improve the succeeding activity or next implementation of that activity.

Internal Benchmarking is when comparisons are made within the same organization – other departments, factories or plants in other sites, or other companies within the same group or conglomerate. What is benchmarked are common areas of interest such as implementation of 5S, Quality Circles, ISO 9000, TQM and other quality management systems, or on such areas as human resource development, financial management, etc.

In Expert Networks, an organization should be part of a network where it can access experts across a number of areas. It pays to know who knows what and where they can be found especially in times when you need them the most.

External benchmarking is comparing performance of a process with other organizations, not necessarily just from the same industry or sector but more so from those that are outside of your industry or sector. It is the latter where breakthroughs occur and where the organization can focus more to achieve innovation.

Example of innovation management using external benchmarking: An airline in the U.S. wanted to reduce its turnaround time by half during a layover. The airline was not successful with its usual process improvement strategies. So it benchmarked with the Indianapolis 500 car race pit crew on how to organize work better during layovers. Through this exercise, management was able to achieve its target.

Networks of Practice are like CoP but the membership is inter-organization. Members are people with similar functions from different organizations within the same industry or sector. They share experiences and exchange best practices on a benchmark topic to gain useful knowledge that will help them improve their organizational performance or achieve exceptional performance.

Transition to next slide:
Let us now consider the criteria for prioritizing KM programs.

References:
Peter H. Gray, "A Problem-Solving Perspective on Knowledge Management Practices," Queens University at Kingston, June 27, 2000; Queen's Management Research Center for Knowledge-Based Enterprises, http//www.business.queensu.ca/kb.

Karl M. Wiig, "People-Focused Knowledge Management," Knowledge Research Institute, Inc.; 2004.

Tony Bendell, Louise Boulter & Paul Goodstadt; "Benchmarking for Competitive Advantage," 2nd edition, Pearson Professional Ltd., Great Britain; 1998.

Slide 83: "Criteria for Prioritizing Programs"

Key message:
Criteria for prioritizing KM programs

Trainer notes:
Prioritizing KM programs would depend on the following:

- Impact on and importance to the business

- Demonstrable results from successful implementation

- Availability of a champion with resources (i.e., strong support and commitment)

- Maximum opportunity for learning (e.g., transferability/replicability to other situations)

The above are some criteria that you may consider. There may be other criteria that you may prefer or add.

Transition to next slide:
Let us therefore now consider an example of a KM program to complete our sample template on Xerox's Eureka Project

Reference:
Primer on Knowledge Management; Standards, Productivity and Innovation Board (SPRING Singapore); 2001.

Slide 84: "Example Matrix Diagram for Prioritizing KM Programs"

Key message:
Template for prioritizing KM programs

Trainer notes:
You can use this template for prioritizing the KM programs you have identified. This is based on the matrix diagram.
Column (1) is for the KM programs you have identified.

Columns (2) to (5) are for your scores for each KM program based on a set of criteria (you may use the above sample as guide). You can choose the rating scale (e.g., 1–10 or 1–5) that you will use.

Column (6) is where you indicate the sum of your scores per KM program.

Column (7) is where you indicate the priority number of the KM program, starting from highest to lowest (with "1" as highest).

Transition to next slide:
Let us therefore now consider an example of a KM program to complete our sample template on Xerox's Eureka Project.

Slide 85: "Example of KM Program"

Key message:
Illustration of an example KM program using Xerox's Eureka Project

Trainer notes:
Let us continue with the example we used earlier, that of Xerox's Eureka Project. The KM program would have as its focus a combination of individual, team, and intra-organization. Mode of knowledge capture and delivery would be IT-based. It is also focused on Knowledge Sharing and Information Transfer. The corresponding KM initiatives and practices would be as follows:

• Knowledge Bases: Create repository system for capturing ideas, solutions, best practices, and lessons learned from service representatives.

• Intranet/Web: Connect representatives to networks where they can share their tacit knowledge.

• Collaboration Tools: Provide representatives with access to knowledge they can use in solving servicing problems.

Transition to next slide:
Let's now complete our KM Strategy and Program template in the next workshop.

Reference:
European KM Forum IST Project No. 2000-26393; D3.1 Standardized KM Implementation Approach; 2001.

Slide 86: "Workshop on KM Programs"

Trainer notes:
This is the fourth workshop under Module 4.

See Appendix 4 in the *Facilitators' Guide* for the sample workshop output and Appendix 4 in the *Participants' Guide* for the template that incorporates the criteria for prioritizing KM programs.

Transition to next slide:
Now, let us move on to Step 2.3: Design processes in relation to programs.

Slide 87: "Stage 2: Design – Step 2.3"
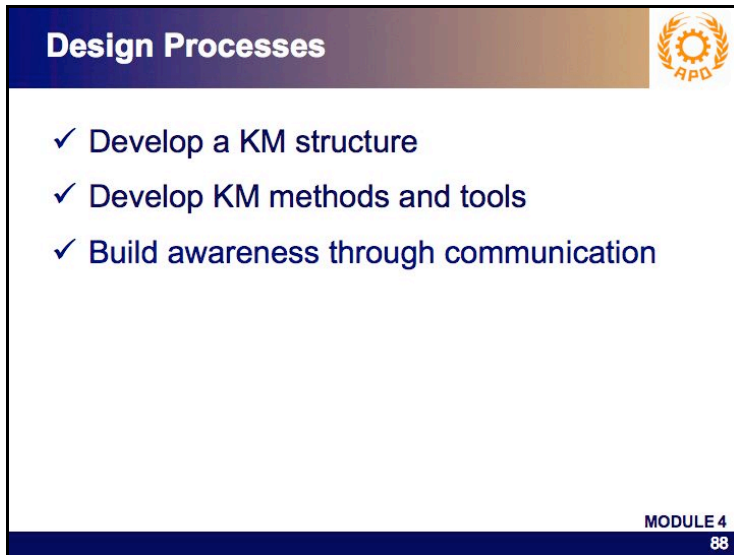
Trainer notes:
This is Stage 2, Step 2.3: Design processes in relation to programs.

Transition to next slide:
Let's look at what we should do for designing processes.

Slide 88: "Design Processes"

Trainer notes:
Under this step are the following tasks:

- Develop a KM structure

- Develop the KM methods and tools

- Build awareness through communication

Transition to next slide:
Now let's look at developing a KM structure, and examples of KM governance structures in the next slide.

Slide 89: "Examples of KM Governance Structures"
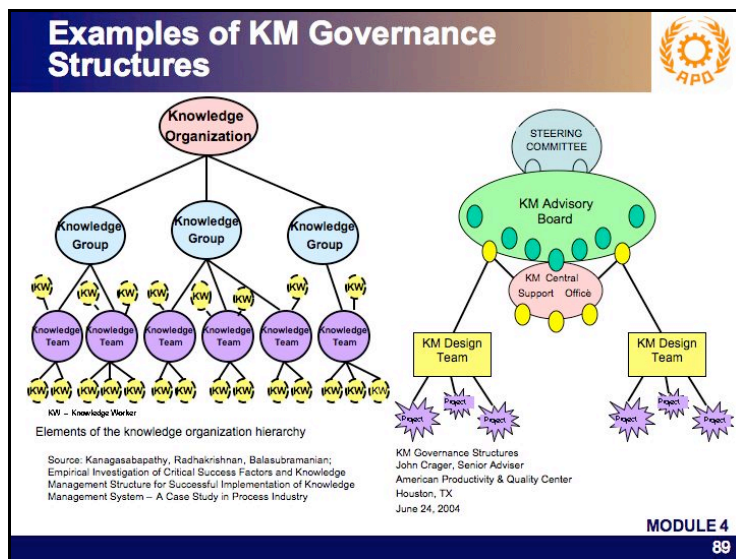
Key message:
Types of KM structures

Trainer notes:
Examples of KM Governance Structures include the following:

This is from a case study in the process industry on the "Empirical Investigation of Critical Success Factor and Knowledge Management Structure for Successful Implementation of Knowledge Management System." It shows a knowledge team-based organizational structure.

The knowledge organization is composed of knowledge groups consisting of knowledge teams.

Knowledge teams are composed of knowledge workers selected for participation in a knowledge team on the basis of their tacit knowledge and skills.

The second example was taken from a presentation made by John Crager, Senior Adviser of the American Productivity and Quality Center, in June 2004.

It shows how their KM Governance Model is aligned to their mission of working with people in organizations around the world to improve productivity and quality.

The KM Advisory Board is responsible for surfacing, addressing, and solving shared KM issues and needs.

The KM Team is responsible for implementation of KM strategy.

The Design Team(s), composed of 5 to 8 cross-functional leaders and end-users from process areas, are responsible for developing the pilot KM business case.

Transition to next slide:
Taking into account the essential elements of our two samples, let us now consider what a basic KM structure should, more or less, look like.

References:

Kanagasabapathy, Radhakrishnan, Balasubramanian. Empirical Investigation of Critical Success Factor and Knowledge Management Structure for Successful Implementation of Knowledge Management System – A Case Study in Process Industry; 2006.

John Crager. KM Governance Structures. American Productivity & Quality Center, Houston, Texas, USA; 2004.

Slide 90: "KM Structure"
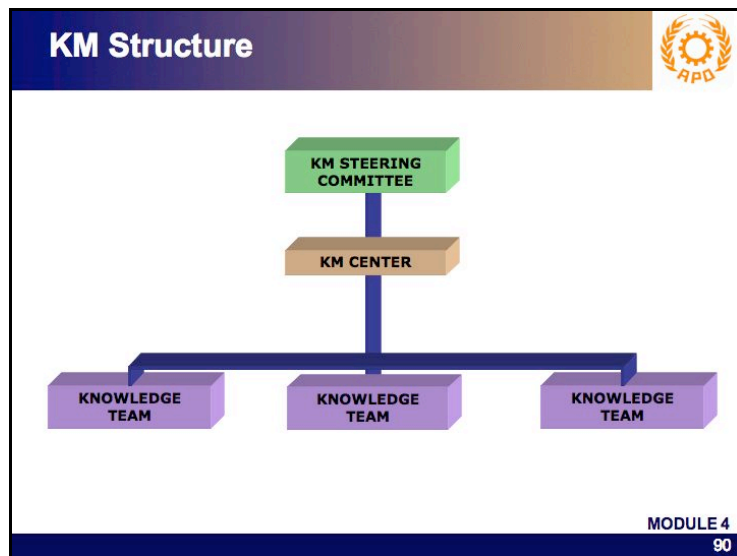
Trainer notes:

Following the samples shown earlier, a basic KM structure should have the following:

KM Steering Committee
Composed of top and middle management that provides strategic oversight, direction and resources; it is the policy-making/decision-making body on KM.

KM Center or *KM Central Support Office*
Orchestrates the KM effort.

It is tasked with providing technical support to all the different knowledge teams in the implementation of their KM projects.

It assists in training and education on KM, promotion of KM projects and initiatives, and evaluation of KM implementation in the organization.

Knowledge Team
A cross-functional and/or multi-disciplinary team working on a KM project for a specific business area.

The Knowledge Team is composed of knowledge workers, numbering perhaps 5 to 10 persons. It can be composed from different organizational units (cross-functional) and/or educational (multi-disciplinary) backgrounds in order to bring a diversity of tacit knowledge and skills to the team.

Cross-functional team members provide knowledge sharing from their knowledge team back to their original functional areas.

A multi-disciplinary team would be a mix of disciplines such as IT, organizational development, etc., with skills such as facilitating, sales, marketing, change management, etc.

Transient teams can be subsumed into main functions later on.

Transition to next slide:
After developing the KM structure we would like to adopt, let us now look into developing the KM methods and tools suitable for our requirements.

Slide 91: "KM Methods and Tools"

KM Methods and Tools

Knowledge process	Methods / Techniques	IT tools
Identify	Knowledge mapping	Idea generating tools
Create	Content development	Mind mapping; Data mining
Store	Documentation Skills directory / Yellow Pages Knowledge bases	Knowledge portal & bases Directories Data warehouse Intranet, Web
Share	Cross-functional project teams, CoPs, Innovation circles, Mentor-mentee scheme, Knowledge forums, Secondment or job rotation, Experimentation	Collaboration tools, audio / video conferencing, meeting support software, intranet/ extranet, computer-aided training
Apply		

Primer on Knowledge Management, SPRING Singapore, 2001

MODULE 4

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Key message:
Examples of KM methods and tools

Trainer notes:
The slide shows various methods and tools that can be used for each of the knowledge processes. We have already discussed some of these in the previous slides with regard to KM initiatives and practices.

Focus on methods and tools that can be replicated and scaled up.

Idea-generating tools include mind-mapping and suggestion schemes.

In data mining and knowledge harvesting, you can do apprenticing/shadowing (to learn on-the-job), video-recording as people perform their work, or hire KM professionals or consultants to elicit and document pertinent knowledge (process documentation).

An extranet is an extension of an organization's intranet that has been opened to selected outsiders, such as customers, suppliers, partners, vendors, or even members of the organization itself. An extranet uses Internet protocols and a public telecommunications system (Rumizen, 2002).
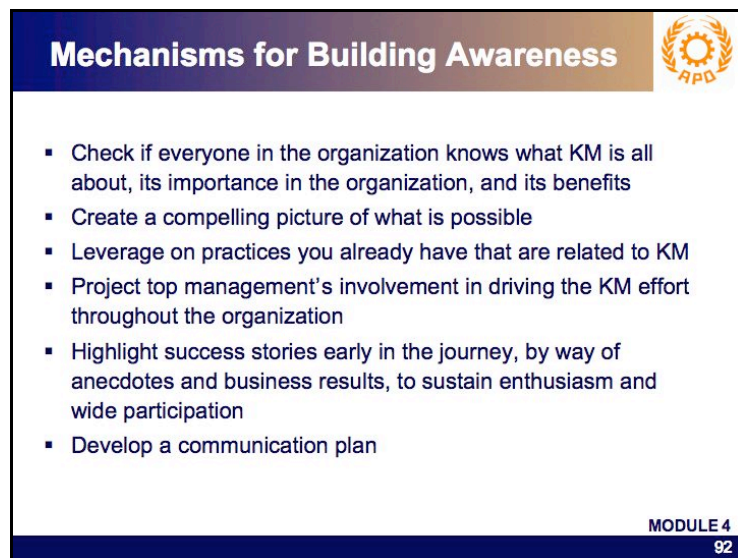
Transition to next slide:
Let's find out what mechanisms can be employed to build awareness.

References:
Melissie Clemmons Rumizen, Ph.D, "The Complete Idiot's Guide to Knowledge Management," John A. Woods, CWL Publishing Enterprises; 2002.

Primer on Knowledge Management; Standards, Productivity and Innovation Board (SPRING Singapore); 2001.

Slide 92: "Mechanisms for Building Awareness"

Trainer notes:
Some mechanisms for building awareness on KM through communication are:

* Check if everyone in the organization knows what KM is all about, its importance in the organization, and its benefits.

* Conduct orientation sessions, training, seminar/workshops on KM and its importance to top management and staff.

* Define KM objectives for SMEs.

* Understand NPO's sponsorship role.

* Introduce KM best practices.

* Create a compelling picture of what is possible.

* Develop a compelling vision for KM, which is strongly linked to the vision, mission and strategic goals of the organization, with the participation of key officers and staff.

* Leverage on practices you already have that are related to KM.

* Identify existing practices or knowledge resources that the organization can build upon (e.g., database of Quality Circle projects, lessons learned meetings, CoPs or Quality Circles on specific projects, database of the minutes of "lessons learned" meetings).

- Project top management's involvement in driving the KM effort throughout the organization.

- Senior management must serve as role models for knowledge sharing and collaboration.

- Highlight success stories early in the journey, by way of anecdotes and business results, to sustain enthusiasm and wide participation.

- Keep the KM spark alive with stories highlighting experiences and benefits derived, both tangible and intangible.

- Develop a communication plan.

- Include basics such as the things you plan to produce, like articles, stories; the medium of communication, the timetable, the target audience, the person(s) responsible for each phase, and periods for review of the plan.

Transition to next slide:
Let's now move into the last step in our design processes.

Slide 93: "Stage 2: Design – Step 2.4"

Key message:
Formulating an implementation plan

Trainer notes:
This is the last of the steps under Stage 2 – Step 2.4: Formulate an implementation plan on the KM program that you have prioritized.

The importance of this step is to design a detailed plan with information such as activities, milestones, deliverables/outputs, timelines, owners, resources and budget.

Transition to next slide:
Let's look at the template that we can use for formulating an implementation plan.

Slide 94: "KM Implementation Plan Template"

Key message:
A guide for formulating a KM implementation plan

Trainer notes:
Based on the KM Strategy and Program Template and the considerations for designing the processes in relation to programs, a KM implementation plan can now be formulated using this template.

Transition to next slide:
It's time for the last workshop under Module 4, Stage 2: Design.

Slide 95: "Workshop on KM Implementation Plan"

Key message:
Application of Stage 2: Design – Step 2.4: Formulate a KM implementation plan

Trainer notes:
Follow the instructions in the slide.

Provide a roadmap for the implementation of the prioritized KM program.

For the activities, come up with the broad strokes or the major activities you intend to pursue for a period of one year to meet your KM objectives.

Indicate the milestones or expected major outputs.

Complete the template with the timelines, persons responsible, and resources required.

See Appendix 4 of the *Facilitators' Guide* for the sample workshop output and Appendix 4 of the *Participants' Guide* for the template.

Transition to next slide:
This brings to a close Stage 2 (Design)

Slide 96: "Module Outline"

Key message:
This slide introduces Stage 3 of the KM Implementation Approach.
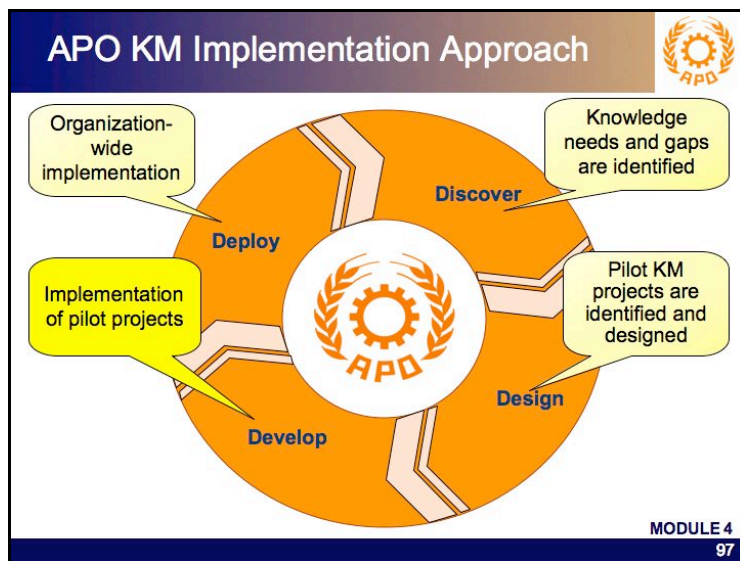
Trainer notes:
This is Stage 3 of the KM Implementation Approach.

Assumption of this session: There is a prototype KM Plan that has been produced in the previous session (Discover and Design).

Transition to next slide:
At this point, let's revisit the stages in the APO Implementation Approach.

Slide 97: "APO KM Implementation Approach"

Key message:
Expected results of each stage of the APO KM Implementation Approach

Trainer notes:

Discover

- Used the KM Assessment Instrument to generate data on status of KM implementation in our organization.
- Used the data generated to build a case for KM for the organization.

Design

- Articulated a KM Vision for our organization.
- Formulated a KM Plan in light of the data generated in Discover.

Develop

- Choose a KM Plan component to be piloted.
- Formulate a Pilot Plan and a Communication Plan for the Pilot.
- Implement the Pilot.
- Conduct an After Activity Review.
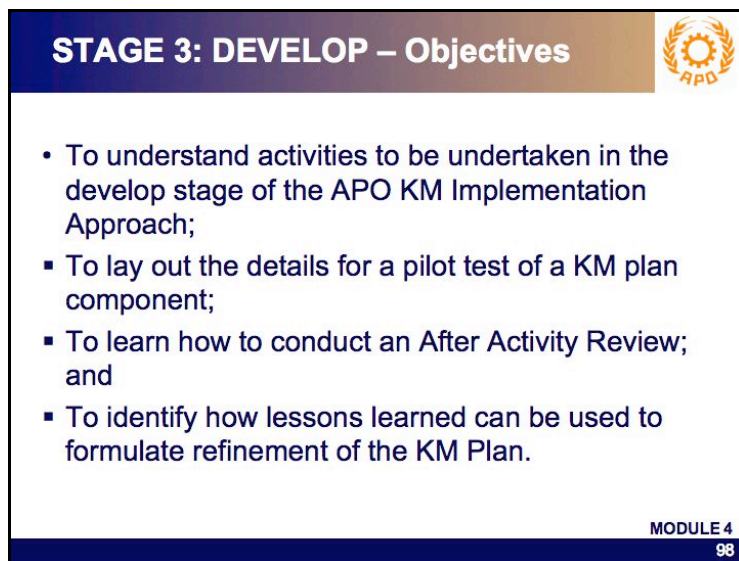- Use Lesson Learned to enhance organization-wide KM plan.

Deploy

- This will be discussed in the next session.

Transition to next slide:
Let us look at the objectives for this session
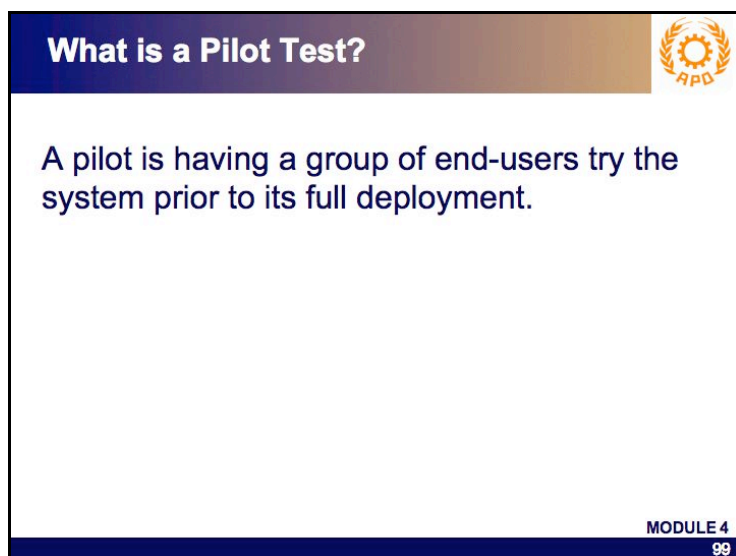
Slide 98: "Stage 3: DEVELOP – Objectives"

Transition to next slide:
We will now try to understand a Pilot Test.

Slide 99: "What is a Pilot Test?"

Trainer notes:
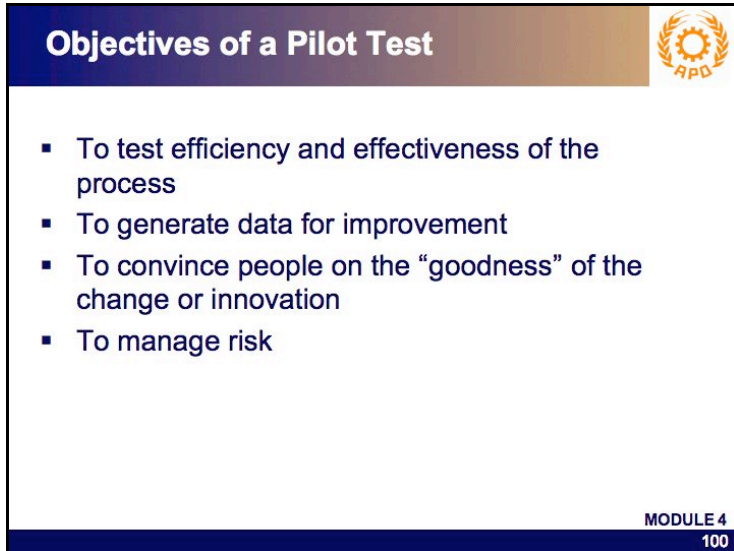Pilot as implementing a component of the organization-wide KM Plan;

Pilot as a strategy to reduce risks that accompany change or an innovation; and

Pilot as an organizational learning strategy. This means that the pilot experiences and results need to be translated into lessons that will provide input for refinement of the KM Plan.

Transition to next slide:
What are the objectives of a pilot test?

Slide 100: "Objectives of a Pilot Test"

Trainer notes:
The objectives of a pilot test are:

To test the efficiency and effectiveness of the process. The pilot should provide answers to the questions: (a) whether the results we targeted for the KM Plan component are achieved; and (b) is the process, as implemented in the pilot, the most efficient way of arriving at these targeted results?

To generate data for improvement. The pilot should prompt us to have experienced-based data on what works well and what does not work well.

To convince stakeholders on the "goodness" of the change or innovation. Nothing convinces better than success. A successful pilot will be able to address misgivings pertinent to the piloted component for as long as we are able to show positive results.

To manage risk.

Transition to next slide:
Let us move forward and look at the process of pilot testing.

Slide 101: "Pilot Testing Process"
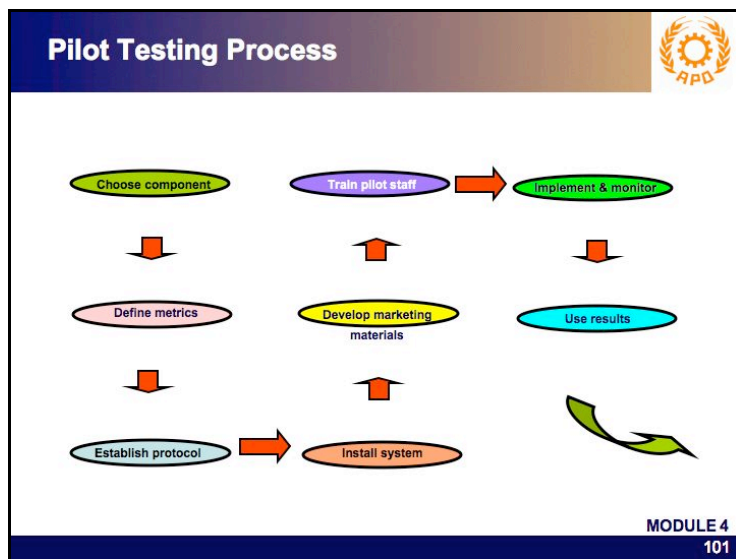
Trainer notes:

There are eight steps in the conduct of a pilot test.

Go through the eight steps.

Highlight the arrows to signify the sequence of the steps but call the participants' attention to the fact that two steps may happen simultaneously. These are "Develop marketing materials" and "Train pilot staff."

The steps will be explained one-by-one.

Transition to next slide:

We will now look at the first step.

Slide 102: "Pilot Testing Process: Criteria"
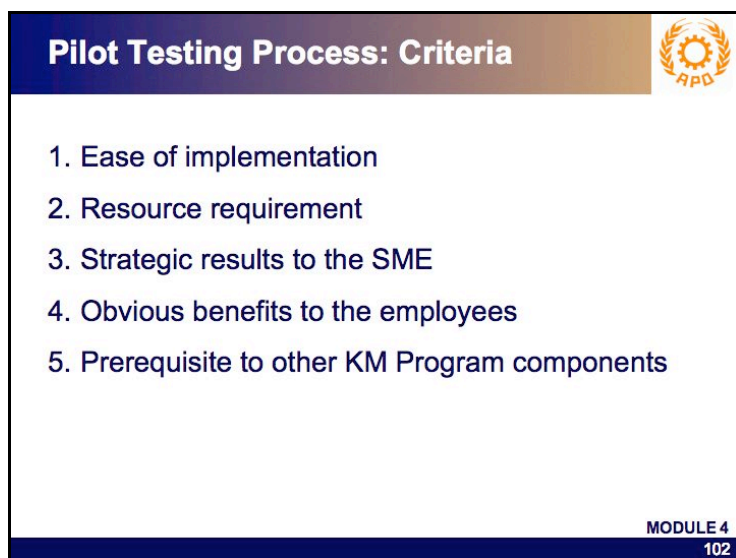
Trainer notes:

How do you choose a component to pilot?

Remind the participants of the strong need to demonstrate success and that the pilot is an opportunity for a "quick win." This perspective is the primary basis for the suggested criteria.

Present the suggested criteria for selection. Explain each briefly.
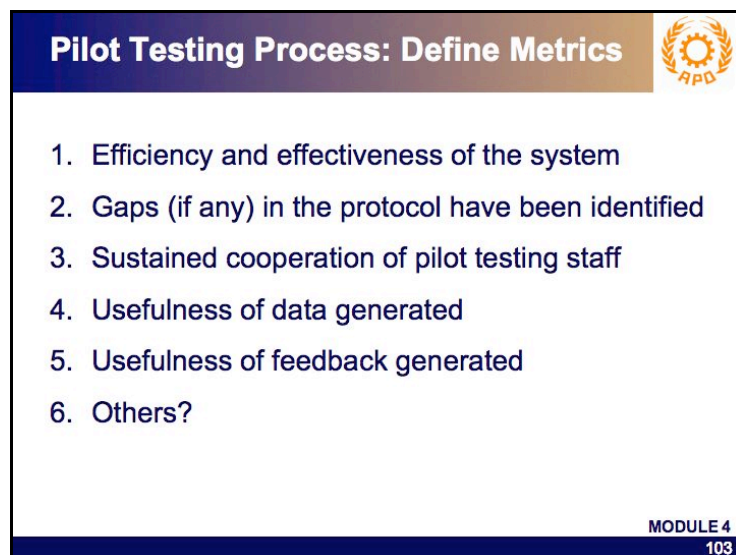
Open the discussion to additional suggested criteria among the participants.
At the end of the discussion, get the participants to prioritize no more than five criteria for ease of application.

Transition to next slide:
We will now look at the measures of success.

Slide 103: "Pilot Testing Process: Define Metrics"

Pilot Testing Process: Define Metrics

1. Efficiency and effectiveness of the system
2. Gaps (if any) in the protocol have been identified
3. Sustained cooperation of pilot testing staff
4. Usefulness of data generated
5. Usefulness of feedback generated
6. Others?

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Trainer notes:

Because the overriding perspective in the pilot is to demonstrate success, it is critical that we describe what "success" will look like. In short, how do we know whether or not we have succeeded in the pilot? How will it look if we are successful in the implementation of the pilot?

For example, at Siemens, some of the success metrics they used were the number of requests to the knowledge base, increase in orders, reusable R&D components, reduction in labor costs, reduction in production costs, lower training expenses, and reduced IT investment.

Discuss each of the items in the slide.

Note to the trainer:

#4 data are metrics-referenced; they refer to data generated on whether the pilot as planned worked well per the agreed upon metrics. What were the facilitating factors? What were the constraints, if any?

#5 feedback is experience-referenced; it includes the data from the pilot staff on their experience and how it affected them. Was the pilot a "good" experience for them? Was it worth the effort and resources that were dedicated to it?
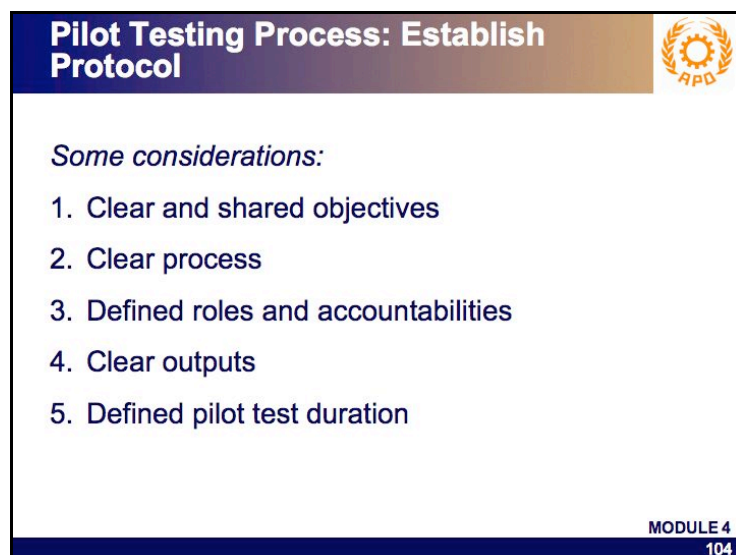
Ask the participants for additional suggested metrics.

Before going on to the next slide, emphasize that the metrics to be adapted are dependent on the pilot component chosen by the group.

Transition to next slide:

Let us now proceed to the next slide on establishing protocol.

Slide 104: "Pilot Testing Process: Establish Protocol"

Trainer notes:

Establishing the protocol means describing the details of the pilot component. This entails the formulation of a pilot plan for the component in relation to the overall intent of the KM Plan.

There are some important considerations when you draw up the pilot protocol.

Present the slide. Explain that a good protocol should be able to satisfy the considerations as presented.

Transition to next slide:

Let us now proceed to the rest of the steps in the pilot process.

Slide 105: "Pilot Testing Process: Install System"

Trainer notes:

Before the pilot can be conducted, the system for the pilot should be installed. This is explained in the items of the slide.

Present and explain the slide.

Satisfaction of the items is needed before the pilot.
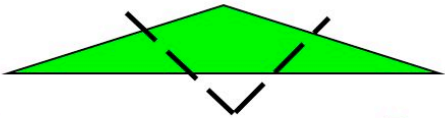
Transition to next slide:

Let us now proceed to the preparation of communication materials.

Slide 106: "Pilot Testing Process: Develop Communication Materials"

Trainer notes:

Developing "buy-in" is one critical success factor for any undertaking. This is especially true for pilot tests and KM.

One strategy for developing "buy-in" is the delivery of information, thus, the need to think through what should be considered in preparing information materials.

Show the slide "Factors to consider in preparing marketing materials." Present and explain the items.

"Purpose" means what we want to achieve through the marketing strategy. It dictates all activities we will undertake in marketing the pilot.
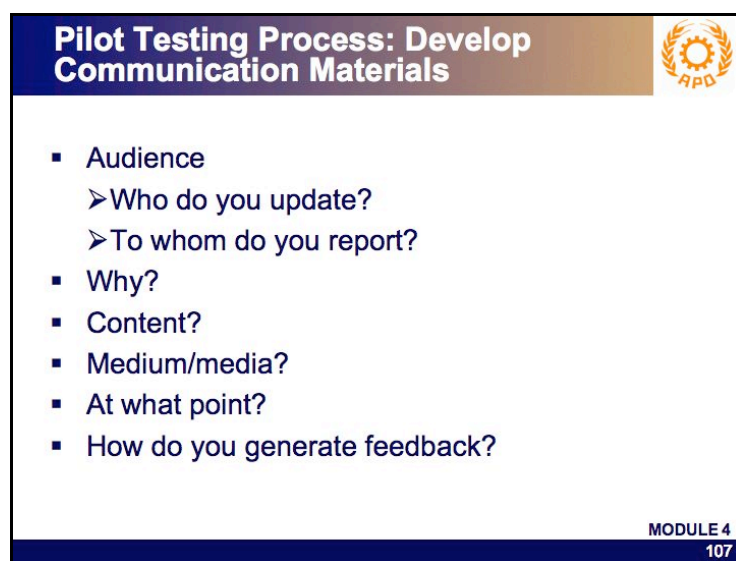
"Targets" are the stakeholder groups that need to know, understand and give support to the pilot. Their characteristics will influence the types, language, and tone of the information materials.

"Resources" defines what materials and the quality we will be able to produce.

Transition to next slide:

The following slide gives questions that can help in the preparation of the communication plan.

Slide 107: "Pilot Testing Process: Develop Communication Materials"

Trainer notes:

Go through each of the points when developing the communication materials.

Slide 108: "Pilot Testing Process: Train Pilot Staff"
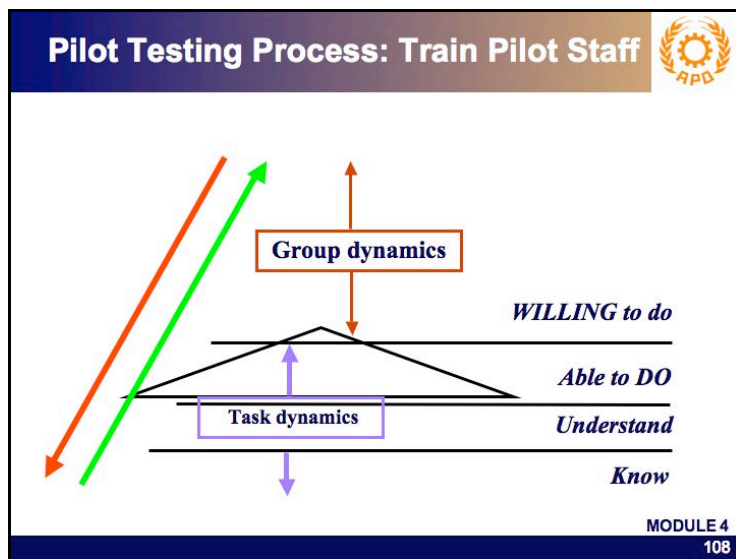
Key message:
Train the pilot staff

Trainer notes:
Present the slide.
The pilot staff needs to be trained to do their roles/functions vis-à-vis the protocol; the more capable the staff is in doing their roles, the higher the chances for the success of the pilot.

Capacity-building will focus on knowledge, understanding, and the skill of the pilot staff on the needed competencies for them to participate in the pilot successfully. This should ensure clear understanding of the tasks related to the pilot and skill in doing the tasks.

Of equal importance in preparing the staff to take on their responsibilities in the conduct of the pilot is developing their willingness to participate. This includes their desire to learn something different from what they knew before, participate in trying it out, and working with other staff with whom they possibly have not interacted before. This necessitates some focus on the dynamics of the group in relation to the tasks that need to be performed.

Highlight the arrows. The higher the capacity and willingness of the pilot staff, the higher the chances will be for a successful pilot. The reverse is also true.

Transition to next slide:
The next slide provides a template for pilot staff training.

Slide 109: "Pilot Testing Process: Train Pilot Staff"

Trainer notes:

Explain the headings and the template's usefulness in planning for training.

See Appendix 4 of the *Facilitators' Guide* for the sample workshop output and Appendix 4 of the *Participants' Guide* for the template.

Transition to next slide:

Let us now go to the Implementation and Monitoring step.

Slide 110: "Pilot Testing Process: Implement and Monitor"

Key message:

Implementation and monitoring

Trainer notes:

Focus of attention during implementation and monitoring.

Explain each item in relation to:

- Planned activities in the KM Plan

- Expected outputs (Are they being achieved? How close are you to this?)

- Adequacy and appropriateness of assigned resources (Equipment? Materials? Time?)

- People capability and

- Attitude

Another point to consider here might be the "damage control" activities that need to be undertaken to continue insurance of success for the pilot.

Are there key activities that need to be modified?

Transition to next slide:

We will now try to formulate a pilot plan.

Slide 111: "Workshop: Formulating the Pilot Work Plan – Template"

Key message:

Formulation of a Pilot Work Plan template

Trainer notes:

Introduce and explain the headings of the template. See Appendix 4 of the *Facilitators' Guide* for the sample workshop output and Appendix 4 of the *Participants' Guide* for the template.

Transition to next slide:

We will now formulate a pilot work plan.

Slide 112: "Workshop: Formulating a Pilot Work Plan – Instructions"

Key message:
Workshop on formulation of a Pilot Work Plan

Trainer notes:
Give them instructions that they are to plan the details of a KM Plan component that they decide to pilot. They are given 30 minutes for this.

After 30 minutes, have each group present its output for 5 minutes. Comments and suggestions may be raised for another 5 minutes.

Do this for each group.

Transition to next slide:
Let us now go to review the presentations.

Slide 113: "Pilot Testing Process – Success Factors"

Trainer notes:

Conclude workshop.

Use slide on "Success Factors" to summarize the discussion.

Transition to next slide:

Let us now consider a process of identifying Lessons Learned from a pilot.

Slide 114: "After Activity Review"

Trainer notes:

As mentioned earlier, the pilot is an organizational learning activity. For this to happen, we need to revisit our experience to identify what exactly we have learned. We call this an After Activity Review (AAR). The first three questions focuses us on significant aspects of the experience that will help us identify the lessons we can learn. The fourth question should point us to learning-based actions that we need to STOP doing, START doing, and CONTINUE doing.

These are the suggested questions that can guide.

Transition to next slide:

How can we use the results?

Slide 115: "Pilot Testing Process: Use Results"

Trainer notes:
The pilot is a resource- and effort-intensive activity. Wisdom dictates that use of the results should be optimized.

Where do you use the results?

After explaining the items, solicit additional ideas from the participants to enrich the discussion.

Ask participants for questions or comments they would like to bring up at this point.

Transition to next slide:
Before I end Stage 3 of the APO Implementation Plan let me conclude by saying:

Slide 116: "DEVELOP – Conclusion"

Key message:
Closing slide of workshop session: *The devil is in the details!*
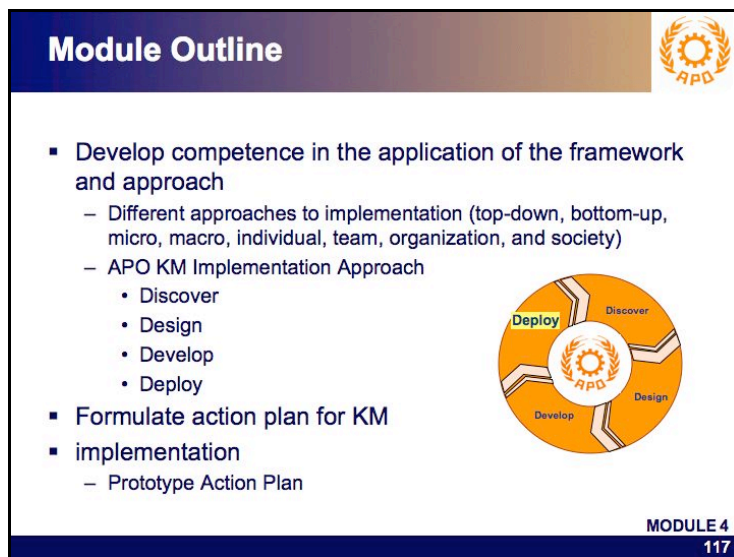
Trainer notes:
Show the slide. Explain the need to pay attention to details of the pilot undertaking. It is a sure way of ensuring success of the pilot.

Ask participants for any questions on Stage 3 they would like to bring up.

Transition to next slide:
That's the end of Stage 3 of the APO Implementation Plan. We will next look at Stage 4: Deploy.

Slide 117: "Module Outline"

Trainer notes:
This is Stage 3 of the KM Implementation Approach.

Assumption of this session: There is a prototype KM Plan that has been produced in the previous session (Discover and Design).

Transition to next slide:
At this point, let's revisit the stages in the APO Implementation Approach.

Slide 118: "APO KM Implementation Approach"
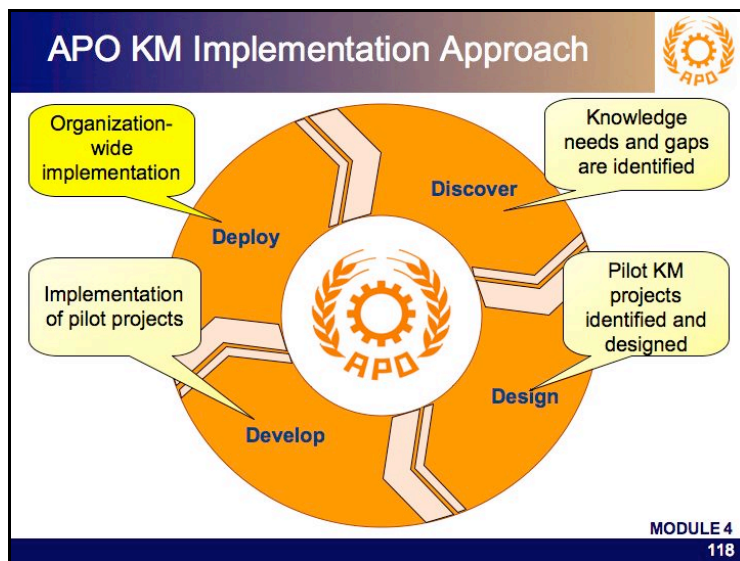
Trainer notes:
Module 4: APO KM Implementation Approach

Discover

- Used the KM Assessment Instrument to generate data on status of KM implementation in our organization.

- Used the data generated to build a case for KM for the organization.

Design

- Articulated a KM Vision for our organization.

- Formulated a KM Plan in light of the data generated in Discover.

Develop

- Choose a KM plan component to be piloted.

- Formulate a Pilot Plan and a Communication Plan for the pilot.

- Implement the pilot.

- Conduct an After Activity Review.

- Use Lesson Learned to enhance organization- wide KM plan.

Deploy

- Focus of this session.

Transition to next slide:
Let us look at the objectives for this session.

Slide 119: "Stage 4: DEPLOY – Objectives"

Trainer notes:
Show the slide. Explain each item.

Deployment is for sustainability and institutionalization of the KM program.

Say: These are what we want to accomplish in this session.

Transition to next slide:
We will now look at what we mean by "deployment."

Slide 120: "What is Deployment?"

Trainer notes:
Show slide and explain the definition.

Emphasize that deployment is the last stage in implementation.

Transition to next slide:
We will now look at what are the objectives of deployment.

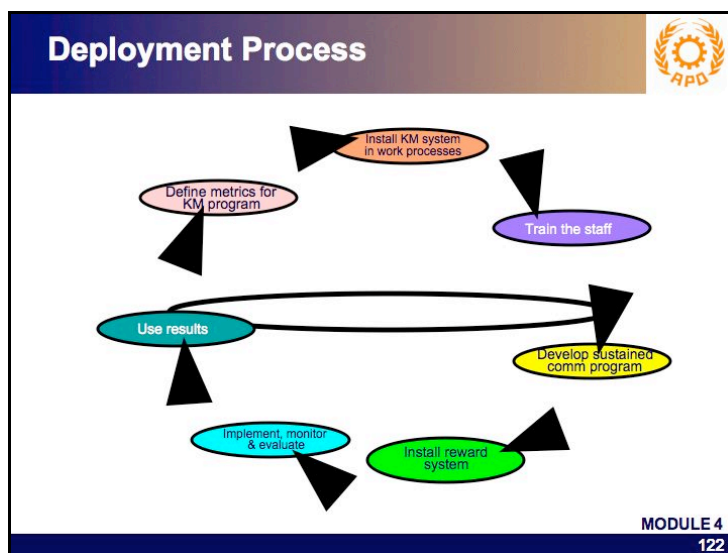*Slide 121: "Objectives of Deployment"*

Trainer notes:
Show slide and explain items.

Deployment is for sustainability and institutionalization of the KM program.

Transition to next slide:
Let us move forward and look at the process of deployment.

Slide 122: "Deployment Process"

Trainer notes:
Show the deployment process. Explain the activities.
Point out the close similarity with the pilot process.

Transition to next slide:
Since deployment is bigger in scope than conducting a pilot, the resources needed for it to be successful need to be considered well. Let us take these up these critical factors next.

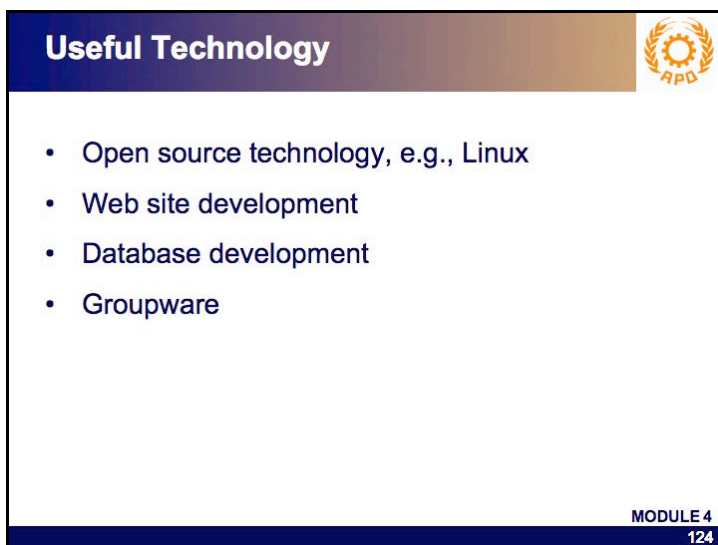*Slide 123: "Critical Factors in Deployment"*

Trainer notes:
Show slides and explain each item.

There are critical success factors for the deployment. The KM point person should be well aware of them.

Transition to next slide:
We will now look at the useful technology for KM implementation.

Slide 124: "Useful Technology"

Trainer notes:

KM implementation need not be an expensive undertaking to the SME.

Open source technology presents options that can make implementation of KM affordable.

Basic technology that is needed may include those for the development of a website for the SME, the development of a database, and groupware to facilitate knowledge sharing within the SME and linking with other SMEs, organizations, and customers.

While the technology can be downloaded at little or no cost, the SME will still need the involvement of an information technology consultant who will help the SME design its IT architecture according to the SME's particular needs and resources.

Note:

At this point, encourage volunteers to tell stories about successful use of freeware. Do not forget to thank them for sharing.

Lack of resources needed to acquire and use technology might be one of the barriers to doing KM for the SME.

It is essential that SMEs be made aware of options that will reduce the cost of KM implementation.

It is also important to note that the availability of technology does not ensure successful KM implementation.

Transition to next slide:

The following are examples of some useful technology.

Slide 125: "Useful Technology – Examples"

Knowledge Process	IT Tool	Function
Identify / Create	• Idea generating tools • Data mining tools • Conceptual mapping tools • Intelligent agents	• Generating new ideas • Identifying new ideas, trends • Identifying information and creating new knowledge from them • Collecting information
Store	• Document management systems • Directories • Databases	• Organizing information • Storing information

Source: Adapted from PSB, Singapore. Primer on KM

MODULE 4
125

Trainer notes:
KM implementation need not be an expensive undertaking to the SME.

Transition to next slide:
More examples of IT tools

Slide 126: "Useful Technology – Examples"

Trainer notes:
These are some examples of IT tools that may be useful for implementing KM in the SMEs.

The matrix has been adapted from the PSB (now SPRING Singapore) presentation in the book "Primer on KM." The IT tools have been grouped based on the APO KM Process in order to facilitate reference.

Stress the message that IT tools only facilitate (make easier) KM implementation. They neither ensure success nor are they absolute prerequisites for KM implementation.

Transition to next slide:
There are other barriers that may multiply the risk of implementing KM. One needs to create an enabling environment in the SME that will encourage the staff to participate actively in KM. This brings us to the next slide.

Slide 127: "Barriers to Successful KM Implementation"

Trainer notes:

Guptara asserts that there are five possible barriers to KM implementation in addition to lack of technology. These are time, power, structure, measurement system, and organizational culture.

Time refers to the lack of commitment to make time for knowledge sharing to happen. Like all good things, KM needs the dedication of adequate time for planning, implementing, collaborating, learning together, evaluating what has been achieved, and added planning for a more effective program.

Power refers to the support of top management as well as middle managers and supervisors for the KM program.

The KM structure in the organization should be clear to all. It should define supervision and coordination lines based on roles and accountabilities.

Measurement systems should show whether KM is successful or not. That is the reason for the emphasis on metrics.
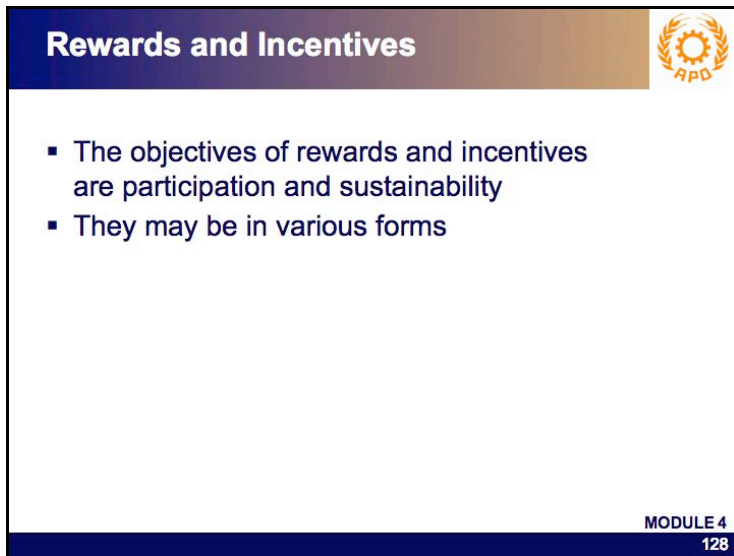
Organizational culture defines the success parameters for KM. Before KM activities are introduced, the staff should be prepared for the transition from the present to the enhanced KM-oriented procedures.

An enabling environment for KM should be able to address all these potential barriers.

Transition to next slide:
Thus, the need for careful planning, technology, and rewards.
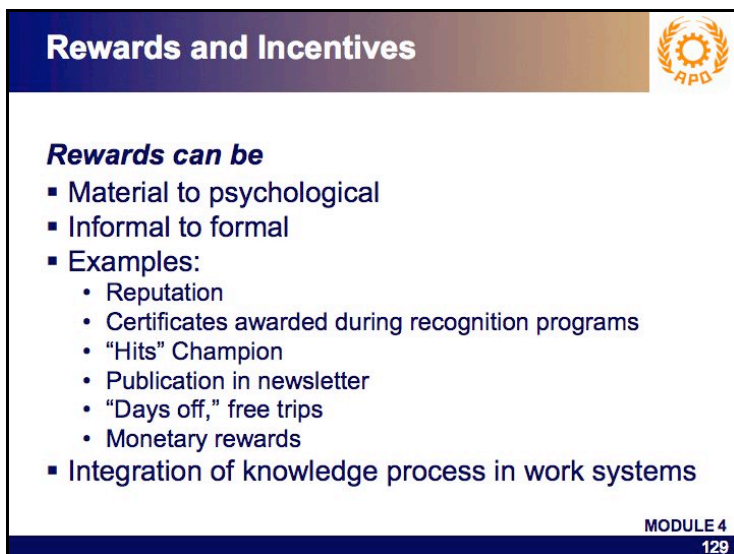
Slide 128: "Rewards and Incentives"

Trainer notes:
Explain the items in the slide.

Transition to next slide:
We will now look at the various types of rewards.

Slide 129: "Rewards and Incentives"

Trainer notes:
Explain the items in the slide.

Stress one essential characteristic of true rewards and incentives – they should reflect the value priorities of the staff.

Transition to next slide:
We will now look at some examples of rewards used in some Asian organizations.

Slide 130: "Examples of Rewards and Incentives"

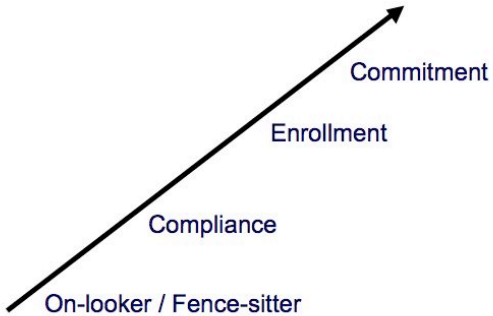**Trainer notes:**
Explain the items in the slide.

Stress one essential characteristic of true rewards and incentives – that they should reflect the value priorities of the staff.

Transition to next slide:
Rewards and incentives and the provision of adequate technology are meant to facilitate active participation of the staff in KM. This, however, is influenced by the degree of commitment of the staff toward KM.

Slide 131: "Degree of Commitment"

Trainer notes:
Explain the continuum of the degree of commitment to any change initiative.

On-lookers or *fence-sitters* are neither here nor there as far as the change is concerned. They have not made up their minds as to what action to take in relation to the change. They need more information and even some form of success experience on the change that is being introduced.

Compliance is the action taken by those who do not want to risk their employment. Therefore, they comply with the instructions given them without real enthusiasm. And they will not go beyond instructions.

Enrollment is the stage where the staff sees the initial successes by way of benefits to them and the SME. It is at this stage that they show enthusiasm and pledge support for the undertaking. This is also the stage where responsibility for assignments is demonstrated.

Commitment not only connotes accountability but also a passion for KM implementation. It is demonstrated in such behaviours as self-initiation, advocacy, helping others understand, and convincing others who have not joined fully in the change to do so.

Not all people go through the stages and end in commitment. Some start with enrollment and move forward; others never go beyond compliance; some start enthusiastically but for some reason or another are not able to sustain their efforts.

Others take a long time resisting change.

Transition to next slide:
We will now look at some of the resistance factors of KM

Slide 132: "Discussion"
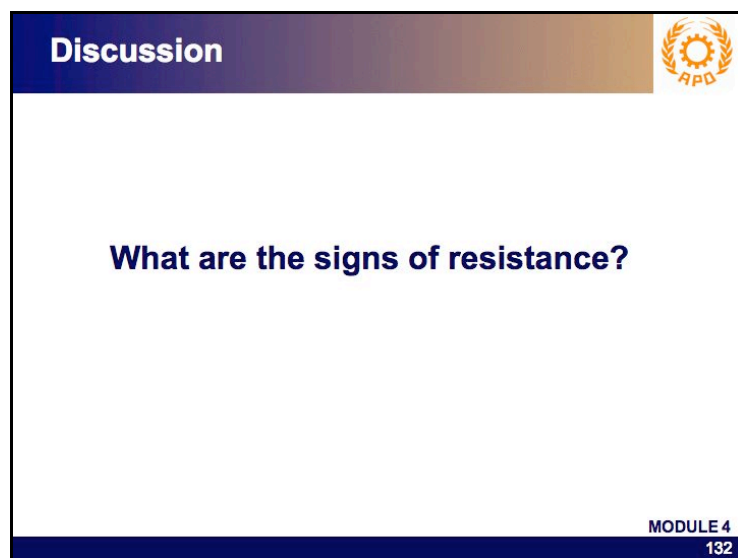
Trainer notes:
Elicit participants' contributions in identifying signs of resistance.
Write their responses on the board. After a long list has been generated, show the slide "Causes of Resistance."

Transition to next slide:
We will now look at some of the causes for resistance.

Slide 133: "Causes of Resistance"

Trainer notes:
Since these are self-explanatory, ask the participants to identify the signs of resistance that might be traced to these causes.
Others take a long time resisting change.

Transition to next slide:
How do we address each situation? Let's do a group activity.

Slide 134: "Exercise: Addressing Resistance"

Key message:
Exercise on addressing resistance

Trainer notes:
Divide participants into four groups. Assign them numbers (Groups 1, 2, 3 & 4). Show and explain instructions as well as the processing procedure.

Allow time for the first round (3 minutes); second round (3 minutes). For the third round (5 minutes), instruct groups 1 & 2 to confer and share answers. The other two groups continue to list answers separately.

Tell them: "I will give you instruction for each round. If there are no questions, Round 1 starts now."

After 3 minutes, tell the group to review their answers.

After that say: "Round 2 starts now."

After 3 minutes, stop groups from writing and ask them to review. Then say: "Groups 1 & 2 will show their answers to each other. They may add the answers of the other group to theirs. Groups 3 & 4 will continue listing on their own. You have 5 minutes to do this."

When time is up, request that the participants post their answers on the easels.

Go through all the answers pointing out commonalities and uniqueness.

Place a score by counting how many responses were listed.

Congratulate the winning group(s).

When all groups have posted their responses, start checking answers. Place a score for each group.

After the participants have settled down, go through the answers and discuss notable ones.

If needed, discuss the effect of sharing between Groups 1 & 2 in the third round.

Note: If needed, point out how the sharing between Groups 1 & 2 has affected results. Ask them why.

Transition to next slide:
Let us summarize our answers.

Slide 135: "How Do You Address Each Situation?"

Transition to next slide:
In reducing and addressing resistance, there is a need to foster TRUST among the people involved. One effective way of doing this is through communication.
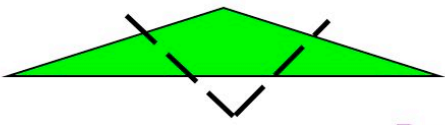
Slide 136: "Addressing Resistance: Communication Plan"

Trainer notes:
Explain the primary factors influencing the development of communication materials.

Transition to next slide:
We will now look at some pointers for developing a communication plan.

Slide 137: "Addressing Resistance: Communication Plan"

Trainer notes:
Explain each of the pointers.

Transition to next slide:
We'll now do an exercise in developing a communication plan.

Slide 138: "Workshop: Formulating a Communication Plan – Template"

Key message:
Workshop on developing a communication plan

Trainer notes:
Explain the template.

Give instructions for the workshop. Allow 30 minutes for this session.

After 30 minutes, give groups time to present plans for 5 minutes each and discussion for another 5 minutes.

See Appendix 4 of the *Facilitators' Guide* for the example workshop output and Appendix 4 of the *Participants' Guide* for the template.

Transition to next slide:
Let's now hear from each of the groups on their communication plan.

Slide 139: "Workshop: Formulating a Communication Plan"
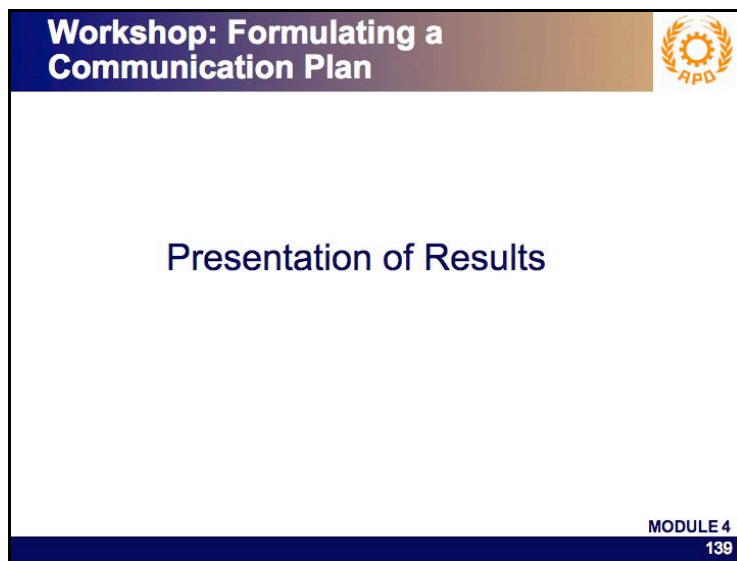
Trainer notes:
Give groups 5 minutes each and then discussion for another 5 minutes.

Focus on how the communication plan will create a positive environment for KM implementation.

Congratulate the groups for their input.

Transition to next slide:
We need to constantly monitor and evaluate our KM programs to ensure sustainability.

Slide 140: "On-Going Evaluation"

Trainer notes:
Show slide on need for on-going monitoring and evaluation.
Explain each item.

Transition to next slide:
This is the last topic in Module 4.

We will now summarize what we have covered in this module.

Slide 141: "Module Summary"

Trainer notes:
We have presented the APO KM Implementation approach. Basically there are four stages in the approach.

- Discover stage

- Design stage

- Develop stage

- Deploy stage

Through the various workshops we have also helped to identify the pilot KM projects and develop the KM implementation plan for organizations.

Transition to next slide:
This sums up Module 4 of the workshop.

Slide 142
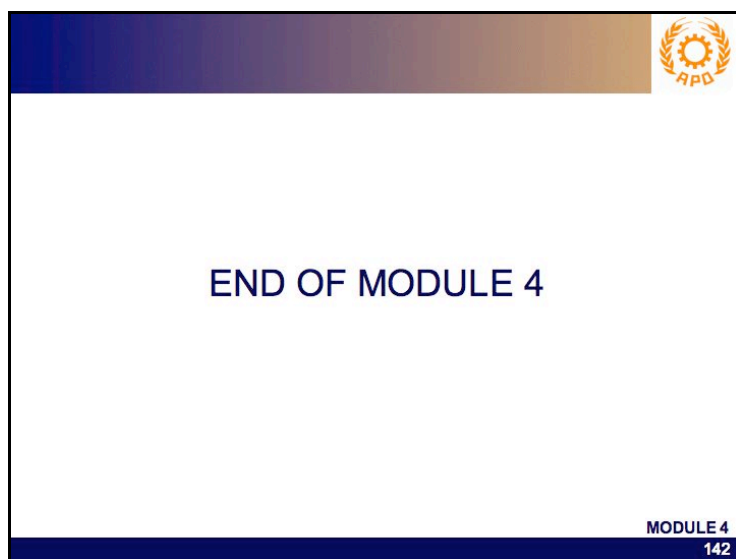
Trainer notes:
Explain the metaphor of KM as a small seedling that needs to be nurtured.

Thank the participants for their attention and cooperation.

Slide 143

APPENDIXES

APPENDIX 1:
ASIAN KM CASES

1. GOLDSUN COMPANY

Company Profile
Founded in 1994, Goldsun Company in Vietnam has developed its capabilities in the field of marketing and communication design to specialize in multi-advertising services development. Being a member of the International Advertising Association (IAA) has helped Goldsun increase its knowledge of the advertising world and of international standards.

Key Drivers for the Adoption of KM
Since its establishment, Goldsun has focused its capacity-building on services: consulting, brand development, and full-service advertising. All areas entail intensive use of knowledge. With nearly 50 employees, Goldsun found that much of the knowledge created by its people was not being captured properly. This is especially true for its consultancy services related to brand development and advertising activities, a rich source of knowledge and experience among account executives, designers and creative staff. Often the knowledge stays with the individuals and is not shared. Failure to sign contracts and conduct consultancy projects did not translate into lessons learned for others to benefit from. Mistakes were often repeated. New knowledge and practices in the fields of marketing, advertising, design, and creation were not regularly updated or shared. Time was wasted in collecting information/knowledge that already existed elsewhere in the organization. As a result, Goldsun could not capitalize on its knowledge assets.

2. AIRTEL BROADBAND AND TELEPHONE SERVICES

Company Profile
Bharti Airtel, Limited, a part of Bharti Enterprises, is one of India's leading private sector providers of telecommunication services, with an aggregate of 30.27 million customers. As of the end of October 2006, it had 28.61 million mobile telephone customers. Bharti Airtel has been rated among the top 10 best-performing companies in the world in Business Week's Top 100 IT Companies list.

Airtel's strategic objective is to capitalize on the growth opportunities the company believes are available in the Indian telecommunication market and to consolidate its position to become the leading integrated telecommunication services provider in key markets in India, with a strong focus on providing mobile telephone services. In order to achieve this objective, the company has developed the following strategies:

- Focus on maximizing revenues and margins. Maximizing reach and expand product offerings to emerge as a "one-stop shop" solution provider for customers.

- Focus on enhancing customer satisfaction through timely high-quality delivery, thus reducing customer loss churn-out.

- Build sustainable competitive advantage through human resource development to achieve operational efficiency.

- Leverage on the strengths of strategic alliances with its financial partners, i.e., SingTel, Vodafone, International Finance Corporation, Asian Infrastructure Fund Group, and New York Life Insurance.

3. SUNONWEALTH ELECTRIC MACHINE INDUSTRY CO, LTD.

Company Profile
Sunonwealth Electric Machine Industry Co. was established in 1980 with initial capitalization of USD25,000. The company`s major products are high-density mini-motor and micro-radiators. After two decades, revenues in 2005 were USD160 million, and there are now more than 4,000 employees. It has factories and branches in various countries, with its headquarters in the Republic of China. In addition, the R&D center that enables the company to be an industry pioneer and leader is located at Kaohsiung, Republic of China.

Patents and Intellectual Property Management
Patents and intellectual property (IP) are Sunon's most precious assets in keeping its leading position in the industry. Sunon spends millions of TWD – 4% to 6% of annual revenues – on patent application and protection. Not all patents can be developed into commercial products, but numerous patents can form a strategic protective umbrella to prevent competitors from developing similar products. Sunon also invests ample resources into R&D for product innovations. Having the patents contributes to two business aspects: aggressive IP protection, so that if rivals or competitors infringe on the company's IP they can be sued, and passive protection – in the event that the company itself is accused of IP infringement, its patents are the best defensive weapon to show Sunon's technology capability.

4. PHILIPPINE TQM FOUNDATION

Company Profile
The Philippine TQM Foundation, Inc. (PTQMFI) is a non-profit, non-governmental, private organization whose mission is to help small and medium enterprises (SMEs) implement total quality management (TQM). Its vision is to become a primary catalyst in the growth and development of SMEs by providing assistance in quality and productivity improvement and in the enhancement of competitiveness in the world market. It was set up in August 2003 under the supervision of the Bureau of Product Standards (BPS) of the Department of Trade and Industry to continue the dissemination of the Philippines under a project called the TQM Integration Program.

Enablers

Several factors are in place that enhance the effectiveness of the core processes of the PTQMFI. Government support by the BPS gives credibility to the program and access to resources not otherwise available to other organizations. For instance, its affiliation with the BPS enables the PTQMFI to conduct benchmarking visits to organizations that normally would not have allowed such an activity. Invitations to international training programs are often received through the BPS, which is the counterpart agency of foreign government institutions.

APPENDIX 2:
THE CASE OF ETHNIC VISIONS, INC.

(1) As in all Asian countries, taking care of the children becomes THE career for most married women. Retirement for them begins with the first paycheck for the youngest child. This was not the case for Digna D. After going through years of early morning chaos of getting the children off to school on time, holding their hands through the crises of fights with friends and break-ups with those less friendly, sitting up late with them while they wrote resumes meant to impress the recruitment gods and sharing the ecstasies of landing "dream" jobs, she woke up one morning to find that the sometimes whining and more often chuckling kids had mutated into adults living lives separate from her own. Having been a single parent for some time, it was only then that reality hit her hard in the face – she was ALONE! But not lonely! She went back to her ancestral home in the highlands and with the comforting music of the wind rustling among the trees, spent a busy period of soul-searching on what to do next. High on the list of her priorities was that she wanted to do something for her tribe. It was 1995 and she was 55 years old.

(2) Ethnic Visions was born out of the desire of a housewife to preserve the culture of her tribe and at the same time for the world to know and to appreciate this culture. Thus, she ventured into the production of crafts based on ancient ethnic designs that have been treasured by the tribe. Of equal importance was providing a livelihood to a number of tribal craftsmen who otherwise would have been unemployed.

(3) The original products of the company were baskets and wall decor but it has since diversified into garments and linens. All of these products feature symbols unique to the tribe. These have been stylized to attract the attention and meet the requirements and standards set for local as well as exported products. Ethnic Visions designs are a result of research on tribal culture, the creative styling of the artists of Ethnic Visions and craftspersons who painstakingly work in production. From a revenue base of $100,000, it has since grown to a $3 million venture supplying products in the local and global markets. With the enterprising housewife still at the helm of the company, it now has grown from 3 to 20 employees and 200 tribal craftspersons who still produce the products by hand to ensure consistent quality. Revenue and employee data of the company are shown in Exhibits 1 and 2.

Exhibit 1: Revenue Data of Ethnic Visions

Exhibit 2: Employment Data of Ethnic Visions

(4) The phenomenal growth of Ethnic Visions is largely due to the owner/manager who actively pursued opportunities to market her products. The dramatic increase in exports was brought about by her ability to network both with the public and private sectors. She is an active participant in the government's innovative efforts to identify, package, and sell local products. Her participation and collaboration with other players in the handicrafts industry gained her valuable access to potential customers with whom she would close deals resulting in mutual satisfaction because of her company's reliability and integrity.

(5) While Ethnic Visions has grown in market share and in financial assets, it is now confronted by several concerns. For some observers, these concerns are actually consequential to the fact that the owner/manager is now nearing retirement age and will soon have to make the decision of either turning over the company to a younger manager or closing down the business. While both alternatives will give rise to consequential problems, the latter appears to be the worse option. It will mean loss of income and benefits for 100 families of the tribe not to mention the direct employees

of the company. From a mission standpoint, it might also mean the loss of the designs, the preservation of which remains a passionate desire of the owner of the company.

(6) Like the owner, aging has overtaken a number of the original craftspersons who have actually mentored and turned over the work to their children. Unlike the original craftspersons, the younger generation has shown signs of boredom since they have worked within the confines of the very same community they grew up in. The growing inconsistency in product quality might, to a large extent, be attributed to their being bored by the repetitive tasks. Moreover, the call of "adventure" appears to become louder every day, energized by tales of excitement and the "gold that paves the streets" in far-off places. Another danger in worker turnover is the risk of copied designs and production technology.

(7) The truth is that other firms have copied the designs of the company. But the copies were inferior in design and quality. Despite the efforts of other companies to come up with similar products at lower prices, these have not affected the demand for products of Ethnic Visions because of their uniqueness and quality. The owner ascribes this both to her "hands-on" management style and to the fact that the tribe has zealously protected the designs and production technology against infringement because of their more than fair share in the fruit of their labors. The tribes' sturdy houses and their general ability to meet their families' needs are testimonials to this. Should a tagline be invented for Ethnic Visions' products, it might well be: "Made by Happy People!" On the whole, everyone is STILL happy but those directly involved in the management of the company could not help but anticipate what might lie ahead.

(8) Some seemingly negligible incidents have prompted these misgivings. On a number of instances, there have been customers who have made comments that "they could not be reached fast enough" despite the telephone numbers listed in the company brochures. The staff in charge of customer relations has also received some inquiries from non-customers on how they can be contacted. Six months ago, she proposed the creation of a website for the company but the proposal has not been acted upon because of the numerous activities of the owner. There have been instances of misplaced customer ledgers that are kept in the owner's office. It took some time before these could be traced. An artist would be assigned to work in the styling of a product to find out later that the same has been done some years back. Long-time workers in the company feel that these can be avoided if only the manager will delegate some of her original activities. Although this is a shared belief, they could not muster the courage to bring this up in meetings out of respect and deference to a benevolent patron who not only paid them well but likewise ensured that they attended training for free to perform their assignments successfully.

(9) There are no regular meetings in the company. Nobody ever has brought up the need for regularity because all employees receive their instructions directly from the owner/manager. The same is true for the craftspersons. Product assignments and feedback on outputs came directly from the "old lady." A secretary coordinates all schedules and efficiently manages where her boss should be meeting with whom at

specific times. While a number of employees might be assigned to do related tasks for a period, everything they had to do is laid out for them. Accountability is clear and loyalty and employee morale are high because everyone is paid well. Besides, the moral attractiveness of a social enterprise is an added bonus to the nobility of involvement in the company.

(10) On several occasions, the owner/manager has told her secretary that she has started feeling the onset of "senior moments" and has long wanted to convene a brain-storming session with her senior employees about what best to do with Ethnic Visions. She has also discussed with her accountant the budget that Ethnic Visions is able to allocate in the acquisition of information technology and other improvements. She has been seen going over brochures provided by information technology vendors and has actually set meetings with some of them. She intends to discuss what could be done to improve the management given the company's only computer systems – one used by the secretary for word processing and another by the accountant who utilizes an accounting program to record company transactions and produce the company payroll.

APPENDIX 3:
APO KM ASSESSMENT TOOL

This assessment tool is designed to help you conduct an initial appraisal of a Small and Medium Enterprise (SME)'s readiness for knowledge management. Specifically, it aims to identify the SME's strengths and opportunities for improvement in terms of managing knowledge.

INSTRUCTIONS: Please complete this form by indicating in the rating column a score from 1 to 5 according to the definitions below.

1	2	3	4	5
Doing Very Poorly or Doing None at All	Doing Poorly	Doing Adequately	Doing Good	Doing Very Good

	CRITERIA CATEGORY 1.0: KM LEADERSHIP	RATING
1.	The organization has shared Knowledge, Vision, and Strategy strongly linked to the organization's vision, mission, and goals.	
2.	Organizational arrangements have been undertaken to formalize KM initiatives (i.e., a central coordinating unit for knowledge/information management, Chief Knowledge/Information Officer, ICT team, quality improvement teams/Communities of Practice, knowledge networks).	
3.	Financial resources are allocated for KM initiatives.	
4.	The organization has a policy for safeguarding knowledge (i.e., copyrights, patents, KM, and knowledge security).	
5.	Managers role-model the values of knowledge sharing and collaborative working. They spend more time disseminating information to their staff and facilitating the horizontal flow of information between their staff and with staff of other departments/divisions/units.	
6.	Management promotes, recognizes, and rewards performance improvement, organizational and employee learning, sharing of knowledge, and knowledge creation and innovation.	
	SUBTOTAL CAT 1.0: KM LEADERSHIP	

CRITERIA CATEGORY 2.0: PROCESS	RATING
7. The organization determines its core competencies (strategically important capabilities that provide a competitive advantage) and aligns it to their mission and strategic goals.	
8. The organization designs its work systems and key processes to create value to customers and achieve performance excellence.	
9. New technology, knowledge shared in the organization, flexibility, efficiency, and effectiveness are factored into the design of processes.	
10. The organization has an organized system for managing crisis situations or unforeseen events that ensures uninterrupted operations, prevention, and recovery.	
11. The organization implements and manages its key work processes to ensure that customer requirements are met and business results are sustained.	
12. The organization continually evaluates and improves its work processes to achieve better performance, to reduce variations, to improve products and services, and to be updated with the latest in business trends, developments, and directions.	
SUBTOTAL CAT 2.0: PROCESS	

CRITERIA CATEGORY 3.0: PEOPLE	RATING
13. The organization's education, training, and career development program builds employee knowledge, skills, and capabilities, supports achievement of overall objectives, and contributes to high performance.	
14. The organization has a systematic induction process for new staff that includes familiarity with KM and its benefits, the KM system, and KM tools.	
15. The organization has formal mentoring, coaching, and tutoring processes.	
16. The organization has a database of staff competencies.	
17. Employees are organized into small teams/groups (i.e., quality circles, work improvement teams, cross-functional teams, communities of practice) to respond to workplace problems/concerns.	
SUBTOTAL CAT 3.0: PEOPLE	

CRITERIA CATEGORY 4.0: TECHNOLOGY	RATING
18. Management has established an IT infrastructure (i.e., Internet, intranet, and website) and has developed capabilities to facilitate effective KM.	
19. The IT infrastructure is aligned to the organization's KM strategy.	
20. Everyone has access to a computer.	
21. Everyone has access to the Internet/intranet and an email address.	
22. Information delivered in the website/intranet is updated on a regular basis.	
23. Intranet (or a similar network) is used as a major source of organization-wide communication to support knowledge transfer or information sharing.	
SUBTOTAL CAT 4.0: TECHNOLOGY	

CRITERIA CATEGORY 5.0: KNOWLEDGE PROCESSES	RATING
24. The organization has systematic processes for identifying, creating, storing, sharing, and applying knowledge.	
25. The organization maintains a knowledge inventory that identifies and locates knowledge assets or resources throughout the organization.	
26. Knowledge accrued from completed tasks or projects is documented and shared.	
27. Critical knowledge from employees leaving the organization is retained.	
28. The organization shares best practices and lessons learned across the organization so that there is no constant re-inventing of the wheel or work duplications.	
29. Benchmarking activities are conducted inside and outside the organization, the results of which are used to improve organizational performance and create new knowledge.	
SUBTOTAL CAT 5.0: KNOWLEDGE PROCESSES	

CRITERIA CATEGORY 6.0: LEARNING AND INNOVATION	RATING
30.	The organization articulates and continually reinforces the values of learning and innovation.	
31.	The organization regards risk taking or committing mistakes as learning opportunities, so long as they are not performed repeatedly.	
32.	Cross-functional teams are organized to tackle problems/concerns that cut across the different units in the organization.	
33.	People feel empowered and that their ideas and contributions are generally valued by the organization.	
34.	Management is willing to try new tools and methods.	
35.	Individuals are given incentives to work together and share information.	
SUBTOTAL CAT 6.0: LEARNING AND INNOVATION	

CRITERIA CATEGORY 7.0: KM OUTCOMES	RATING
36.	The organization has a history (and maintains measures) of successfully implementing KM and other change initiatives.	
37.	Measures are in place for assessing the impact of knowledge contributions and initiatives.	
38.	The organization has achieved higher productivity through reduced cycle time, bigger cost savings, enhanced effectiveness, more efficient use of resources (including knowledge), improved decision-making, and increased speed of innovation.	
39.	The organization has increased its profitability as a result of productivity, quality, and customer satisfaction improvements.	
40.	The organization has improved the quality of its products and/or services as a result of applying knowledge to improve business processes or customer relationships.	
41.	The organization has sustained its growth as a result of higher productivity, increased profitability, and better quality product and services.	
SUBTOTAL CAT 7.0: KM OUTCOMES	

SCORING SHEET

INSTRUCTIONS:

- In Column (1), write your subtotal score per each category.

- Compare each subtotal score with the maximum points for each category found in Column (2).

- At the bottom row of Column (1), tally your total score and compare against the total maximum points indicated at the bottom row of Column (2).

- In Column (3), rank the categories from "1 to 7" with "1" as the highest and "7" as the lowest.

- Compare your total score with the levels of KM Readiness found in Annex A.

CAT	(1) CATEGORY SCORES (ASSESSMENT RATING TOTALS)		(2) MAX POINTS	(3) RANK (1 – 7) where 1 = highest, 7 = lowest
1.0	KM LEADERSHIP (Questions 1 through 6)		30	
2.0	PROCESS (Questions 7 through 12)		30	
3.0	PEOPLE (Questions 13 through 18)		30	
4.0	TECHNOLOGY (Questions 19 through 24)		30	
5.0	KNOWLEDGE PROCESSES (Questions 25 through 30)		30	
6.0	LEARNING & INNOVATION (Questions 31 through 36)		30	
7.0	KM OUTCOMES (Questions 37 through 42)		30	
	TOTAL		210	

ANNEX A: KNOWLEDGE MANAGEMENT READINESS CHECK

Score	Level of KM Readiness	KM Leadership	Process	People	Technology	Knowledge Processes	Learning & Innovation	KM Outcomes
189 – 210	**Maturity** KM is mainstreamed in the organization	Senior managers role-model the values of knowledge sharing and collaborative working. The organization derives value from organizational knowledge	Excellent, systematic processes that are fully deployed with no major gaps	People look for opportunities to seek out other people who might benefit from their knowledge and offer it freely	Effective interfacing of people with technology. Strong partnerships with operating units, KM champions in the organization, and individuals are built and sustained	Effective systematic knowledge processes are fully integrated in the organization. Processes have undergone multiple cycles of refinement	A systematic evaluation, continuous improvement and organizational learning and innovation are implemented company-wide	Excellent organizational performance levels and trends have been sustained over time. Evidence of industry and benchmark leadership is demonstrated in many performance areas
147 – 188	**Refinement** Implementation of KM is continually evaluated for continuous improvement	Management regularly reviews organizational performance and uses the results to reinforce organizational direction, improve product/service delivery, and create new products/ services	Systematic processes are getting to be more effective and well deployed	Mechanisms for knowledge sharing and collaboration are regularly evaluated for continuous improvement	IT infrastructure is continually reviewed in the context of its alignment to the KM strategy and improved accordingly	Processes are regularly reviewed and benchmarked with other organizations for continuous improvement. Processes have undergone at least one cycle of refinement	Management tools such as a fact-based, systematic evaluation and improvement and organizational learning including innovation, are regularly utilized. Refinement is achieved as a result of organizational-level analysis and sharing	Good to excellent organizational performance results and sustained trends over time. There are areas of leadership and very good relative performance against benchmarks
126 – 146	**Introduction (Expansion)** KM is practiced in some areas	Management leads in the implementation of KM. A reward and incentive system is in place	Systematic processes are in place, with increasingly better deployment of these processes	People are exchanging knowledge more frequently and beyond their own unit. There is increasing inter-unit collaboration in the implementation of activities, projects, and programs	Increasing usage of IT. More people have access to a computer linked to the Internet/intranet. Information and knowledge required by employees in the performance of their tasks are readily accessible anytime and anywhere	Systematic knowledge processes are in place and are well deployed throughout the organization. People are starting to make use of the knowledge obtained from sharing in improving the way they do things	A systematic evaluation and improvement process and some organizational learning, including innovation, are in place for improving the efficiency and effectiveness of key processes	The organization has exhibited good organizational performance results including some trends that have been sustained over time. The organization has shown good relative performance against benchmarks

ANNEX A: KNOWLEDGE MANAGEMENT READINESS CHECK

Score	Level of KM Readiness	KM Leadership	Process	People	Technology	Knowledge Processes	Learning & Innovation	KM Outcomes
84 – 125	**Initiation** The organization is: 1) beginning to recognize the need to manage knowledge 2) initiating a pilot KM project	A knowledge vision & strategy are formulated to guide the organization's KM initiatives An executive sponsor is designated and a central coordinating unit is created to orchestrate KM activities	Start of systematic work processes and good deployment of these processes	Knowledge is being shared willingly but only when individuals are asked and only within their own units People, including senior managers, are being trained on KM techniques	Understanding the role of IT in KM Establishing an IT infrastructure that is aligned with strategic goals Formation of ICT Team and development of capabilities on ICT	Starting to develop and implement processes for generating, organizing, sharing and using knowledge	The beginning of a systematic approach to evaluation and improvement of key processes	There are a few good organizational performance results and some having adverse trends Starting to gather benchmark data for comparative performance analysis
42 – 83	**Reaction** The organization is not aware of what KM is and its importance in enhancing productivity and competitiveness	Leadership is not aware or convinced of the importance of KM and the value of knowledge to the mission of the organization Top management support for KM initiatives is either weak or non-existent There is no clear direction as to where the organization is heading and the reason for its existence	Key product and service design and delivery, business, and support processes are not systematic or deployed	Knowledge is either fiercely protected by individuals or shared reluctantly by individuals when told to do so Knowledge sharing, if any, is limited to a few people. Individual learning is seldom transformed to organizational learning. Knowledge is lost when employees leave the organization	Limited use of computers, Internet/intranet, or other networks for improving communications, sharing information, building databases, etc. (for organizations with existing IT infrastructure) "Story-telling" or oral communication of information and knowledge is common	People are constantly re-inventing the wheel or duplicating efforts Mistakes are being frequently committed twice or repeatedly	The organization's response mechanism to problems is reactive rather than proactive Organizational units operate independently. There is no organizational alignment	The organization does not keep track of results, including comparative information against benchmarks, for any of the critical performance areas to the accomplishment of the organization's mission

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APPENDIX 4:
MODULE 4 WORKSHOP OUTPUTS

COMPUTATION TABLE OF CATEGORY AND TOTAL SCORES

CAT	CATEGORY SCORES (ASSESSMENT RATING TOTALS)		MAX POINTS	RANK (1 – 7) where 1 = highest, 7 = lowest
1.0	KM LEADERSHIP (Questions 1 through 6)	11	30	2
2.0	PROCESS (Questions 7 through 12)	11	30	2
3.0	PEOPLE (Questions 13 through 18)	6	30	5
4.0	TECHNOLOGY (Questions 19 through 24)	6	30	5
5.0	KNOWLEDGE PROCESSES (Questions 25 through 30)	6	30	5
6.0	LEARNING & INNOVATION (Questions 31 through 36)	7	30	4
7.0	KM OUTCOMES (Questions 37 through 42)	12	30	1
	TOTAL	59	210	

**KNOWLEDGE STRENGTHS AND OPPORTUNITIES
FOR IMPROVEMENT MATRIX**

Category	Strengths	Opportunities for Improvement
CAT 1.0 KM LEADERSHIP	Clear vision: to preserve the tribe culture for the world to know & appreciate	To devise policy for safeguarding rich knowledge
CAT 2.0 PROCESS	Core competencies (unique craftsmanship) Work systems and processes (everything was laid out clearly for employees) to produce high quality and unique design products	To develop system for managing crisis situations and unforeseen circumstances
CAT 3.0 PEOPLE	Invest in education & training for employees to allow them to perform their assignments successfully	To develop processes for coaching, mentoring, and tutoring
CAT 4.0 TECHNOLOGY		To ensure IT infrastructure is aligned to corporate strategy
CAT 5.0 KNOWLEDGE PROCESSES		Retention of critical knowledge from employees leaving
CAT 6.0 LEARNING & INNOVATION	Management is willing to try new tools & methods	Forming teams to tackle similar concerns across units
CAT 7.0 KM OUTCOMES	High productivity Sustained growth (from $100K to $3m)	To design measures to assess knowledge impact

WORKSHOP: KM STRATEGY AND PROGRAM TEMPLATE

KEY STRATEGIC-KNOWLEDGE GAP • Transferring tacit knowledge of the owner and first-generation employees to the employees
KM VISION • New employees utilizing and continually innovating knowledge that has been created by the previous-generation employees to maintain business excellence
KM OBJECTIVE(S) • To prevent the loss of knowledge and expertise generated by the first-generation employees due to retirement
KM STRATEGY • Systematically put in place the KM process and develop KM infrastructure (e.g., coaching, mentoring)
STRATEGY OUTCOME MEASUREMENT • Percent of defect products reduced • Percent of new designs launched by young-generation employees • Percent of cost reduction in the production line • More participation of young employees in decision making
KM PROGRAM / INITIATIVES & PRACTICES • Creation of: KM BOD; KM Team; COPs (employee level and first generation) • Establish IT infrastructure • Manual work processes and procedures (best practices) • Internal benchmarking

KNOWLEDGE STRENGTHS AND OPPORTUNITIES
FOR IMPROVEMENT MATRIX

Activities		Outputs	Timeline		Persons Responsible	Resources Required
			Start	End		
1.	Creation of KM BOD	• KM BOD • Established policy • Provided resources	1st Jan.	15th Jan.	Owner + Management	Budget for 1 or 2 meetings
2.	Creation of COPs	Best practices, lessons learned, new designs, and work innovations	16th Jan.	30th Apr.	KM BOD, KM committee	• Budget/ incentives • People
3.	Identify critical knowledge	• Documented critical knowledge: list of experts, customers, suppliers, etc. • Captured best selling designs	1st Feb.	1st May	KM BOD, KM committee and COPs	• Budget • Employees • Consultants/ Technical Advisors
4.	Internal benchmarking					
5.	Manual work processes and procedures (best practices)	Work manual KPIs for each process, establish standards	1st May	1st Aug.	COPs reps.	• Budget • Employees • Consultants/ Technical Advisors
6.	Establish IT infrastructure	Intranet, Internet, exchange forum, databases, e.g., customer, experts, etc.	1st May	1st Aug.	IT company and KM BOD	• Budget • KM BOD's time/inputs • IT experts

**WORKSHOP: FORMULATING THE PILOT WORK PLAN
– CREATION OF A COP FOR BASKET MAKING**

Date	Activity	Expected Result	Lead Person and Others Involved	Resources Needed
16th Jan (1 hr)	Orientation meeting with baskets weavers	• KM vision has been well understood and accepted. • Basket weavers expressed their willingness to join KM program. • Commitment of 10 basket weavers to join COP.	The owner and KM committee to orient and document the outcomes of the discussion	• Budget • Templates
19th Jan (2 hrs)	Training on COP – what is COP, how to run COP, etc.	Persons have knowledge, skills, and the right attitude on COP	KM committee member will show them how to facilitate the COP (shadow first with the KM committee member in facilitation)	• Budget • Training Materials • Employees
19th Jan (1 hr)	COP members meet to discuss about how are they going to work together COP	• COP internal rules/agreements, procedures, schedule, and venue • Proposed budget	One among weavers takes lead in facilitating the meetings	
21st Jan – March	Regular COP implementation	Identified best practices in the design, production of baskets, lessons learned	• COP Members • KM Committee Secretary	• Venue • Budget
31st March	Measurement of COP implementation (after an initial two months: 8 meetings)	• Identified quality standards in making baskets • Recommendation in the process of COP	KM committee member	Venue documentation materials

WORKSHOP: COMMUNICATION PLAN

Objective	Audience	Content	How	Person Accountable	By When	Frequency
Gain support to KM program	Top management	• Why KM? • What is KM? • Benefits? • Time line of program implementation • What support is needed?	Executive meeting	Owner with KM expert	Dec.	Once
Inform KM initiatives in Ethnic Vision (pilot testing)	All employees	General information about sharing knowledge. Brief info. about a group of weavers who will work together for a few months and at the end the results will be shared with all of you.	• Internal memo • Posters	KM committee head and members	Jan.	Weekly
Enhance understanding and gain commitments to KM vision and program	Basket weaving craftsmen	• Why KM? • What is KM? • Benefits? • Time line of program implementation • What is COPs? • How does it work? • What is required from them?	Meeting Training session	Owner, KM committee	Jan.	Fortnightly
Share results and gain further support	• Owner and KM board • All people	Results of COPs piloting	2 meetings	KM expert and representative COPs	Sept.	Quarterly

APPENDIX 5:
RECOMMENDED BOOKS ON KNOWLEDGE MANAGEMENT

1. *The Wealth of Knowledge, Intellectual Capital and the Twenty-First Century Organization* **by Thomas A. Stewart**

   Probably one of the best books on understanding the importance of knowledge capital, knowledge assets, and managing knowledge assets.

2. *Learning to Fly: Practical Knowledge Management from Leading and Learning Organizations* **by Chris Collison and Geoff Parcell**

   Probably the best book on practical and well proven KM methods, tools, and techniques within BP, including learning while doing, learning after doing, peer assist, After Action Review, etc.

3. *Working Knowledge* **by Thomas H. Davenport and Laurence Prusak**

   Most of KM practitioners use this book as a reference. Practical issues of how companies can generate and transfer knowledge. A blueprint for competitive advantage.

4. *The Knowledge-Creating Company: How Japanese Companies Create the Dynamics of Innovation* **by Ikujiro Nonaka and Hirotaka Takeuchi**

   A must-read if you want to become grounded in some fundamental theory and excellent cases studies from two KM pioneers who molded KM as a practice.

5. *Knowledge Asset Management* **by Gregoris N. Mentzas, Dimitris Apostolou, Andreas Abecker, and Ron Young**

   Please read the industry expert reviews of this remarkable book that documents a 2 million euro EC project called "Knownet," and the resultant KM frameworks, processes, methods, tools, and technologies.

6. *Intellectual Capital: The New Wealth of Organizations* **by Thomas A. Stewart**

   This is the book that compels most people to start their own KM initiative or even start a KM consulting practice! A great primer.

7. *Communities of Practice: Learning, Meaning, and Identity* **by Etienne Wenger**

   If Communities of Practice (CoP) are "the big thing in KM" then this is a must read from "the CoP guru."

8. ***Harvard Business Review on Knowledge Management* by Peter Ferdinand Drucker, David Garvin, Dorothy Leonard, Susan Straus, and John Seely Brown**

    Seriously, you must add this to your collection when you are aware of the fundamentals of KM.

9. ***Knowledge Management: Concepts and Best Practices* by Kai Mertins (Editor), Peter Heisig (Editor), and Jens Vorbeck (Editor)**

    We found this a great reference, full of successful and practical case studies for KM practitioners. A special orientation on knowledge management audit and business process-oriented Knowledge Management.

10. ***If Only We Knew What We Know: The Transfer of Internal Knowledge and Best Practice* by Carla O'Dell and C. Jackson Grayson**

    Two KM gurus with a great pedigree

11. ***Case Studies in Knowledge Management* by Murray E. Jennex; Idea Group Publishing, 2005**

    Good case studies in Knowledge Management

12. ***How Organizations Manage What They Know* by Thomas H. Davenport and Laurence Prusak; Harvard Business School Press, Boston, Massachusetts; 1998**

    Two well known authors on KM

13. ***Knowledge Management in Asia – Experience and Lessons*; Asian Productivity Organization, 2008**

    KM cases in Asia

14. ***Knowledge Management for Small and Medium Enterprises*, Asian Productivity Organization, 2009**

    This is a good source for cases on KM implementation in SMEs

APPENDIX 6:
SUMMARY OF CASE STUDIES ON KM IMPLEMENTATION IN SMES

SUMMARY OF CASE STUDIES

1. Keppie Design

This is a case study of an organization of around 250 professionals, spread across several offices in Scotland, with an international reputation for design. Rapid expansion had resulted in an impossible stress to the traditional forms of knowledge sharing.

This case demonstrates the early gains that can be achieved at little cost. The organization needed to invest in knowledge management and a standard portal to support the professional development of workers, improve simple communications and collaboration, and transfer project knowledge across the entire organization.

2. Care Service Improvement Partnership (CSIP)

This is a case study of an organization of around 70 professionals who consider themselves to be, in essence, a "Knowledge Organization" and to be "honest brokers" of knowledge to their stakeholders.

However, they were not, at the outset, familiar with the more formal, robust, collective, and systematic processes and methods, the division of roles and responsibilities, and the measurements that can bring about more effective knowledge management. This case highlights their journey, key drivers, cultural challenges, and intended next steps.

3. AdvancedTEK International Corp. (AIC)

AdvancedTEK International Corporation is a consulting company, founded in the Republic of China (ROC), which has achieved global reach with its consulting services. It has about 380 employees in the ROC and PR China.

This case is an excellent example of an SME that has achieved organizational success through the adoption of strategic knowledge management. Recognizing industry domain knowledge and best practices as an important competitive advantage for a consulting firm, it encouraged the development of a KM project. Clear corporate vision, top management support, an open communications culture, and integration of an industry knowledge database with IT technology represent the key success factors of this KM project. There were some significant results of the KM implementation: revenue and profit have grown by 40% each year, the selling cycle has been shortened from 6–12 months to 3–6 months, and the hit rate of presales has also increased from about 20% to 40%.

The success of AdvancedTEK International Corporation demonstrates that KM can be used to build a strategic competitive advantage and lead to significant growth of the corporation.

4. Arbor Technology

Arbor Technology is a traditional Taiwanese SME founded in 1982. It has 188 employees and is skilled at manufacturing industrial personal computers (IPC) with specialized embedded features and networking capability.

Traditionally, Arbor Technology was operated in a project-based way to respond to the unique requirements of customers from various industries. Thus, how to benefit from the past experience of various product designs and create value-added services becomes a strategic issue for the profitable growth of the company.

The company developed Computer-on-Module and Time-to-Market Business Models through its KM project to improve customer solutions and satisfaction. Engineers could easily deploy any embedded architecture to meet customers' requirements quickly and add value. The company has accelerated its design cycle time and improved customer service. Profits have also increased through economies of scale, and revenue increased from USD 21 million in 2006 to 30 million in 2007.

SMEs in any manufacturing industry could benefit from the success story of Arbor Technology to build and apply KM in the R&D and manufacturing processes. The alignment of corporate vision, strategy, and knowledge mapping, people's engagement, and partnership with customers were the critical drivers that contributed to organizational transformation and corporate growth.

5. Qian Hu Corporation

Qian Hu Corporation is a home-grown SME in Singapore and is the world's largest ornamental fish and accessories exporter. It has a total of 650 employees in its offices in Singapore, PR China, Malaysia, and Thailand.

Qian Hu Corporation is an excellent example of an SME that has achieved organizational success and effectiveness through the adoption of strategic knowledge management. Leadership, technology, people, and processes represent the key drivers and enablers of KM in the organization. Customer knowledge is an important aspect of the organization's knowledge assets. Qian Hu looks beyond its internal resources to acquire valuable knowledge as it collaborates with external parties to develop new capabilities.

The story of Qian Hu demonstrates how KM can make a difference for SMEs in their growth and globalization strategy, especially when KM is aligned to their business objectives, and also demonstrates the importance of leveraging both internal and external sources of knowledge.

6. Goldsun

Goldsun is a Vietnamese SME founded in 1994 as a multi-advertising services company. It has 50 employees with offices in Hanoi, Ho Chi Minh City, and Da Nang.

Realizing the importance of KM in the development of the company after being awarded the ISO 9001:2000 certificate for its quality management system, Goldsun began to implement KM with a primary focus on people and technology. A KM portal – GOLDSUN Click-2-K ("Click to Knowledge") – was developed and is considered an enabler for sharing, storing, and using knowledge.

The case of Goldsun highlights the use of technology to enable knowledge sharing and the importance of leadership commitment in driving KM in an organization.

7. Japan Gore-Tex (JGI)

This is a case study of a chemical manufacturer with around 500 employees that seeks continuous innovation through sustainable knowledge creation. Gore-Tex™ is a versatile polymer, and the Gore-Tex Group has grown by expanding the range of applications to various industries worldwide.

JGI has an extremely unique organizational structure called POGAL (Project Organization Governed by Autonomous Leadership), which has no hierarchy and considers the entire JGI organization as an organic aggregation of projects. The framework has been created and improved through the company's long journey to pursue continuous knowledge creation through associates' proactive interaction across the firm. This case reveals the infinite possibilities of small and medium enterprises to pursue innovation through employees' continuous knowledge creation.

8. Migakiya Syndicate

This is a case study of a business consortium of more than 40 small manufacturers specializing in metal polishing in Japan. The small companies that make up the consortium built their business as subcontractors or sub-subcontractors to Western tableware manufacturers, but their business significantly declined due to overseas competitors with lower labor costs.

To deal with this difficult situation, the local Chamber of Commerce and Industry and many small manufacturers created a business consortium to jointly market their services and to apply their core knowledge and skills. By bringing different specialties from over 40 small companies together, they built up new capabilities for marketing and for conducting metal-polishing operations. As a result, they gained significant new business and built strong brand recognition. This case shows the possibilities of forming business clusters among small and medium enterprises.

KNOWLEDGE MANAGEMENT:
PARTICIPANTS' GUIDE

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Workshop Overview

APO KM FRAMEWORK

APO Workshop on Implementing KM

WORKSHOP OVERVIEW

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Slide 9: *"Workshop Schedule – DAY ONE"*

Workshop Schedule – DAY ONE

TIME	TOPIC
8:15 – 9:00 am	Registration and Opening Session
9:00 – 9:15 am	Workshop Overview
9:15 – 10:45 am	Introduction
10:45 – 11:00 am	COFFEE BREAK
11:00 – 12:30 pm	Module 1: Why KM?
12:30 – 1:30 pm	LUNCH
1:30 – 3:00 pm	Module 2: What is KM?
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3:15 – 4:30 pm	Module 2: What is KM? (cont'd)

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Workshop Schedule – DAY TWO

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Benefits of KM – Individual

- Increase knowledge and skills of individuals – arising out of learning and innovation in the knowledge process

- Positive attitudes, strong moral and ethical values – foundations of individual capability development

- Individual capabilities collectively contribute to organizational capability and societal capacity

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- Case 2: Airtel – India

- Case 3: Sunonwealth – Republic of China

- Case 4: Philippine TQM Foundation

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Exercise on difference between information and knowledge

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Information and Knowledge

We communicate information to one another in explicit forms (inform).

We can chose to turn that information into knowledge (learning process) in our heads (tacit knowledge).

When we make our internal <u>tacit</u> knowledge <u>explicit</u> in some form, it becomes information to others.

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5 Steps in the KM Process

1. Identify
2. Create
3. Store
4. Share
5. Apply

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Slide 20: "Knowledge Process Step – Create"

Slide 21: "Knowledge Process Step – Store"

Slide 22: "Knowledge Process Step – Share"

Slide 23: "Knowledge Process Step – Apply"

Slide 24: "KM in BP"

Slide 25

Slide 26: "Learning & Innovation"

Slide 27: "Outcomes"

Slide 28: "APO KM Framework"

Slide 29: "Module Summary"

Slide 30

MODULE 4:
APO KM IMPLEMENTATION APPROACH

APO KM FRAMEWORK

Slide 1

Slide 2: "Modules"

Slide 3: "Module Objectives"

Slide 4: "Module Outline"

Slide 5: "Module Outline"

Slide 6: "Top-Down KM Approach"

Slide 7: "Bottom-Up KM Approach"

Slide 8: "Middle-Out KM Approach"

Slide 9: "Individual KM"

Slide 10: "KM at the Team Level"

Slide 11: "KM at the Organizational Level"

Slide 12: "Inter-Organizational (Society) KM"

Slide 13: "Module Outline"

Module Outline

- Develop competence in the application of the KM framework and approach
  - Different approaches to implementation (top-down, bottom-up, micro, macro, individual, team, organization and society)
  - APO KM Implementation Approach
    - Discover
    - Design
    - Develop
    - Deploy
- Formulate action plan for KM implementation
  - Prototype Action Plan

MODULE 4

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Slide 14: "APO KM Implementation Approach"

Slide 15: "APO KM Implementation Approach"

Slide 16: "Stage 1: DISCOVER – Step 1.1"

Slide 17: "APO KM Assessment Tool"

Slide 18: "Objectives of KM Assessment Tool"

Slide 19: "APO KM Framework"

Slide 20: "Audit Items and Rating System"

Audit Items and Rating System

- Total of 42 questions with 210 points as the perfect score
- Scale

Descriptors	Rating scale
Doing very good	5
Doing good	4
Doing adequately	3
Doing poorly	2
Doing very poorly or none at all	1

MODULE 4

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Slide 21: "Workshop on KM Assessment Tool"

Slide 22: "Seven Audit Criteria Categories"

Slide 23: "Cat 1.0: KM Leadership"

Slide 24: "Cat 1.0: KM Leadership"

Cat 1.0: KM Leadership

1.	The organization has a shared Knowledge Vision and Strategy strongly linked to the organization's vision, mission, and goals.	
2.	Organizational arrangements have been undertaken to formalize KM initiatives (i.e., central coordinating unit for knowledge/information management, Chief Knowledge/Information Officer, ICT team, quality improvement teams/ Communities of practice, knowledge networks).	
3.	Financial resources are allocated for KM initiatives.	
4.	The organization has a policy for safeguarding knowledge (i.e., copyrights, patents, KM, and knowledge security policy).	
5.	Managers role-model the values of knowledge sharing and collaborative working. They spend more time disseminating information to their staff and facilitating the horizontal flow of information between their staff and with staff of other departments/divisions/units.	
6.	Management promotes, recognizes, and rewards performance improvement, organizational and employee learning, sharing of knowledge, and, knowledge creation and innovation.	
	SUBTOTAL CAT 1.0: KM LEADERSHIP	

MODULE 4

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Slide 25: "Exercise"
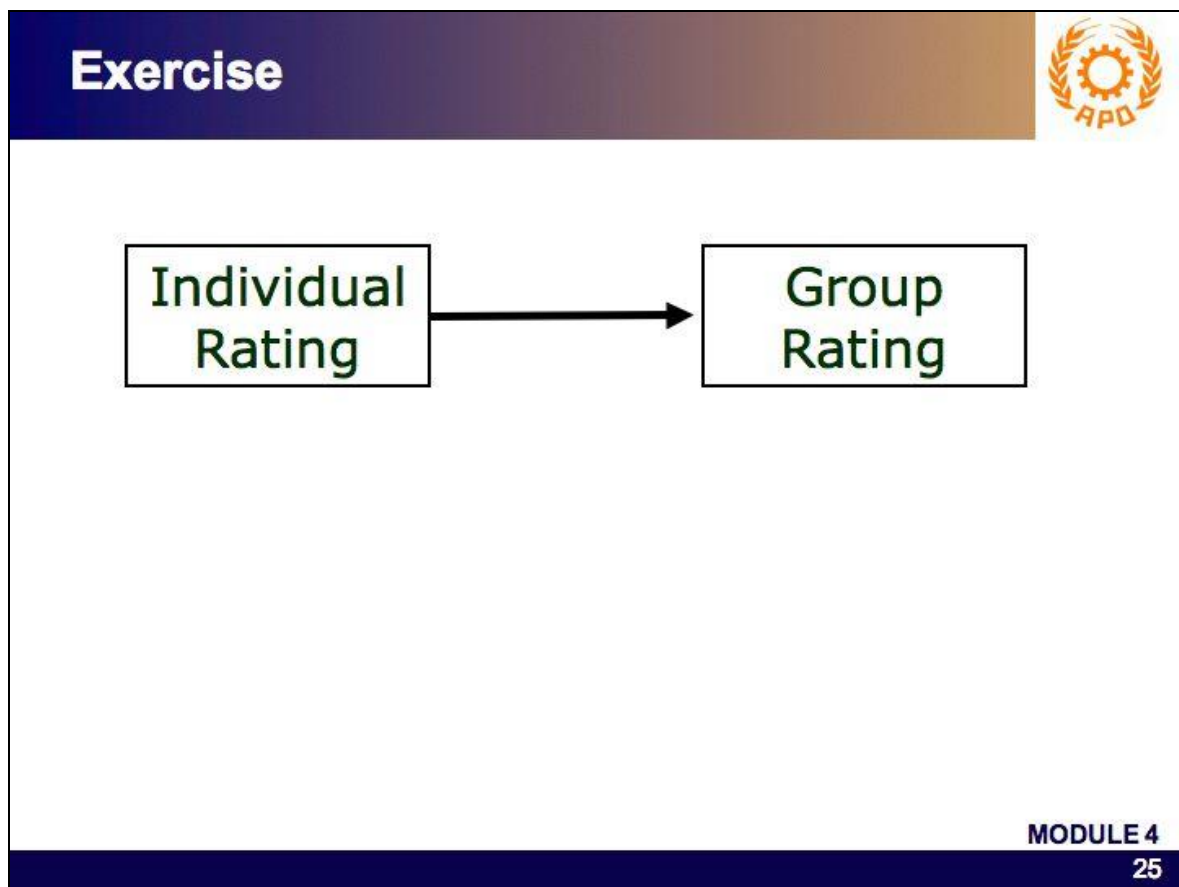
Slide 26: Workshop 1: "Individual or Group Scoring Sheet"

Individual or Group Scoring Sheet

CAT	(1) CATEGORY SCORES (ASSESSMENT RATING TOTALS)		(2) MAX PTS
1.0	KM LEADERSHIP SCORE Questions 1 through 6		30
2.0	PROCESSES SCORE Questions 7 through 12		30
3.0	PEOPLE SCORE Questions 13 through 18		30
4.0	TECHNOLOGY SCORE Questions 19 through 24		30
5.0	KNOWLEDGE PROCESSES SCORE Questions 25 through 30		30
6.0	LEARNING & INNOVATION SCORE Questions 31 through 36		30
7.0	KM OUTCOMES SCORE Questions 37 through 42		30
	TOTAL SCORE		210

MODULE 4

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Slide 27: "Exercise"

Slide 28: "Group Significant Findings Matrix"

Slide 29: "Cat 2.0: Processes"

Slide 30: "Cat 2.0: Processes"

Cat 2.0: Processes

7.	The organization determines its core competencies (strategically important capabilities that provide a competitive advantage) and aligns it to their mission and strategic goals.	
8.	The organization designs its work systems and key processes to create value to customers and achieve performance excellence.	
9.	New technology, knowledge shared in the organization, flexibility, efficiency, and effectiveness are factored into the design of processes.	
10.	The organization has an organized system for managing crisis situations or unforeseen events that ensures uninterrupted operations, prevention, and recovery.	
11.	The organization implements and manages its key work processes to ensure that customer requirements are met and business results are sustained.	
12.	The organization continually evaluates and improves its work processes to achieve better performance, to reduce variations, to improve products and services, and to be updated with the latest in business trends, developments, and directions.	
	SUBTOTAL CAT 2.0: PROCESS	

MODULE 4

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Slide 31: "Exercise"

Slide 32: "Group Significant Findings Matrix"

Slide 33: "Cat 3.0: People"

Slide 34: "Cat 3.0: People"

Cat 3.0: People

13.	The organization's education, training, and career development program build employee knowledge, skills, and capabilities, support achievement of overall objectives, and, contribute to high performance.	
14.	The organization has a systematic induction process for new staff that includes familiarity with KM and its benefits, the KM system, and tools.	
15.	The organization has formal mentoring, coaching, and tutoring processes.	
16.	The organization has a database of staff competencies.	
17.	Knowledge sharing and collaboration are actively encouraged and rewarded/corrected.	
18.	Employees are organized into small teams/groups (i.e., quality circles, work improvement teams, cross-functional teams, communities of practice) to respond to workplace problems/concerns.	
	SUBTOTAL CAT 3.0: PEOPLE	

MODULE 4

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Slide 35: "Exercise"

Slide 36: "Group Significant Findings Matrix"

Slide 37: "Cat 4.0: Technology"

Slide 38: "Cat 4.0: Technology"

Cat 4.0: Technology

19.	Management has established an IT infrastructure (i.e., Internet, intranet, and website) and has developed capabilities to facilitate effective KM.	
20.	The IT infrastructure is aligned with the organization's KM strategy.	
21.	Everyone has access to a computer.	
22.	Everyone has access to the Internet/intranet and an email address.	
23.	Information delivered in the website/intranet is updated on a regular basis.	
24.	Intranet (or similar network) is used as a major source of organization-wide communication to support knowledge transfer or information sharing.	
	SUBTOTAL CAT 4.0: TECHNOLOGY	

MODULE 4

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Slide 39: "Exercise"

Slide 40: "Group Significant Findings Matrix"

Slide 41: "Cat 5.0: Knowledge Processes"

Slide 42: "Cat 5.0: Knowledge Processes"

Cat 5.0: Knowledge Processes

25.	The organization has systematic processes for identifying, creating, storing, sharing, and applying knowledge.	
26.	The organization maintains a knowledge inventory that identifies and locates knowledge assets or resources throughout the organization.	
27.	Knowledge accrued from completed tasks or projects are documented and shared.	
28.	Critical knowledge from employees leaving the organization is retained.	
29.	The organization shares best practices and lessons learned across the organization so that there is no constant re-inventing of the wheel and work duplications.	
30.	Benchmarking activities are conducted inside and outside the organization, the results of which are used to improve organizational performance and create new knowledge.	
	SUBTOTAL CAT 5.0: KNOWEDGE PROCESSES	

MODULE 4

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Slide 43: "Exercise"

Slide 44: "Group Significant Findings Matrix"

Slide 45: "Cat 6.0: Learning and Innovation"

Slide 46: "Cat 6.0: Learning and Innovation"

Cat 6.0: Learning and Innovation

31.	The organization articulates and continually reinforces the values of learning and innovation.	
32.	The organization regards risk taking or committing mistakes as learning opportunities, so long as they are not performed repeatedly.	
33.	Cross-functional teams are organized to tackle problems/concerns that cut across the different units in the organization.	
34.	People feel empowered and that their ideas and contributions are generally valued by the organization.	
35.	Management is willing to try new tools and methods.	
36.	Individuals are given incentives to work together and share information.	
	SUBTOTAL CAT 6.0: LEARNING AND INNOVATION	

MODULE 4

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Slide 47: "Exercise"

Slide 48: "Group Significant Findings Matrix"

Slide 49: "Cat 7.0: KM Outcomes"

Cat 7.0: KM Outcomes

- Measures the organization's ability to
  - enhance value to customers through new and improved products and services
  - increase productivity and effectiveness in the use of resources
  - improve bottom-line and sustain growth, as a result of learning and innovation

MODULE 4
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Slide 50: "Cat 7.0: KM Outcomes"

Cat 7.0: KM Outcomes

37.	The organization has a history (and maintains measures) of successfully implementing KM and other change initiatives.	
38.	Measures are in place for assessing the impact of knowledge contributions and initiatives.	
39.	The organization has achieved higher productivity through reduced cycle time, bigger cost savings, enhanced effectiveness, more efficient use of resources (including knowledge), improved decision-making, and increased speed of innovation.	
40.	The organization has increased its profitability as a result of productivity, quality, and customer satisfaction improvements.	
41.	The organization has improved the quality of its products and/or services as a result of applying knowledge to improve business processes or customer relationships.	
42.	The organization has sustained growth as a result of higher productivity, increased profitability, and better quality product and services.	
	SUBTOTAL CAT 7.0: KM OUTCOMES	

MODULE 4

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Slide 51: "Exercise"

Slide 52: "Group Significant Findings Matrix"

Slide 53: "Exercise"

Slide 54: "Summary Table of Group Scores"

Summary Table of Group Scores

CATEGORY SCORES	1.0 30	2.0 30	3.0 30	4.0 30	5.0 30	6.0 30	7.0 30	TOTAL SCORE 210
GROUP 1								
GROUP 2								
GROUP 3								
GROUP 4								
Total Score								
Average Score (Total Score /4)								
Rank								

MODULE 4

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Slide 55: "Exercise: Show Results on Radar Chart"

Slide 56: "Exercise: Presentation of Outputs"

Slide 57: "Levels of KM Readiness"

Slide 58: "STAGE 1: DISCOVER – Step 1.2"

Slide 59: "Making the Business Case for KM"

Slide 60: "Making the Business Case for KM"

Slide 61: "Making the Business Case for KM"

Slide 62: "KM Business Case Template"

Slide 63: "Example of a KM Business Case"

Example of a KM Business Case

	NAME OR TITLE OF BUSINESS CASE **Xerox Eureka Project**
Rationale	There was the need to: ▪ Capture and codify knowledge of service representatives who were informally sharing their experiences in servicing the machines, particularly on causes of breakdowns, and ▪ Make this accessible to the whole company in order to encourage creative solutions and strategies, and in the process ensure customer satisfaction
Objectives	(1) To find the most appropriate means to share the decodified knowledge by the whole firm; (2) To allow easy and fast access to that knowledge; and, (3) To motivate employees to facilitate sharing of knowledge and foster creativity and innovation

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Slide 64: *"Example of a KM Business Case, con't"*

Slide 65: "Example of a KM Business Case, con't"

Example of a KM Business Case, con't

	NAME OR TITLE OF BUSINESS CASE **Xerox Eureka Project**
KM intervention	The solution, called Eureka Project, was the creation of: ■ an electronic database in which they stored best practices, ideas, and solutions; and, ■ an intranet for representatives to make knowledge accessible to the whole company and facilitate information sharing
Critical success factors	■ Ability to recognize the need for a KM approach to solve their problems; and ■ Incentive system
Cost-benefit analysis	Eureka helped Xerox Corporation save about $10 million in component and machinery replacement

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MODULE 4

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Slide 66: "Workshop on Making a Business Case"

Slide 67: "Module Outline"

Slide 68: "APO KM Implementation Approach"

Slide 69: "Stage 2: Design"

Slide 70: "KM Strategy"

Slide 71: "KM Strategy"

Slide 72: "Developing a KM Strategy"

Slide 73: "Strategic Knowledge Gap Analysis"

Slide 74: "KM Vision"

Slide 75: "Examples of KM Objectives"

Slide 76: "Examples of KM Strategy"

Examples of KM Strategy

Development of cross-functional and cross-product communities, knowledge sharing with suppliers, experimentation, and measurement
(Buckman Laboratories)

Codification, personalization, and knowledge diffusion
(Tata Steel)

Improving access to the world's health information, translating knowledge into policy and action, sharing and reapplying experiential knowledge, leveraging e-health in countries, and fostering an enabling environment
(World Health Organization (WHO))

MODULE 4

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Slide 77: "KM Strategy and Program Template"

Slide 78: "Example of KM Strategy"

Slide 79: "Example of KM Strategy (con't)"

Example of KM Strategy (con't)

KM STRATEGY AND PROGRAM	
Eureka Project of Xerox Corporation	
GROUP NO.	**MEMBERS**

KM STRATEGY

Systematically build on the knowledge shared and developed within the local communities of practices by service representatives (Personalization Strategy)

STRATEGY OUTCOME MEASURES

Percentage of new ideas/innovations/best practices generated

Percentage of generated ideas/innovations/best practices applied or reused

Savings derived from knowledge application

KM PROGRAM / INITIATIVES & PRACTICES

(to be accomplished later)

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Slide 80: "Workshop on KM Strategy"

Slide 81: "Stage 2: Design"

Slide 82: "Potential KM Programs"

Slide 83: "Criteria for Prioritizing Programs"

Slide 84: "Example Matrix Diagram for Prioritizing KM Programs"

Slide 85: "Example of KM Program"

Example of KM Program

KM STRATEGY AND PROGRAM Eureka Project of Xerox Corporation		
GROUP NO.	**MEMBERS**	

KM PROGRAM / INITIATIVES & PRACTICES

IT-Based Knowledge Capture and Delivery, Knowledge Sharing and Info Transfer, and General Business Focus

- *Knowledge Bases*: Create repository system for capturing ideas, solutions, best practices, and lessons learned from service representatives
- *Intranet / Web*: Connect representatives to networks where they can share their tacit knowledge
- *Collaboration Tools:* Provide representatives with access to knowledge they can use in solving servicing problems

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Slide 86: "Workshop on KM Programs"

Slide 87: "Stage 2: Design – Step 2.3"

Slide 88: "Design Processes"

Slide 89: "Examples of KM Governance Structures"

Slide 90: "KM Structure"

Slide 91: "KM Methods and Tools"

KM Methods and Tools

Knowledge process	Methods / Techniques	IT tools
Identify Create	Knowledge mapping Content development	Idea generating tools Mind mapping; Data mining
Store	Documentation Skills directory / Yellow Pages Knowledge bases	Knowledge portal & bases Directories Data warehouse Intranet, Web
Share Apply	Cross-functional project teams, CoPs, Innovation circles, Mentor-mentee scheme, Knowledge forums, Secondment or job rotation, Experimentation	Collaboration tools, audio / video conferencing, meeting support software, intranet/extranet, computer-aided training

Primer on Knowledge Management, SPRING Singapore, 2001

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Slide 92: "Mechanisms for Building Awareness"

Slide 93: "Stage 2: Design – Step 2.4"

Slide 94: "KM Implementation Plan Template"

Slide 95: "Workshop on KM Implementation Plan"

Slide 96: "Module Outline"

Slide 97: "APO KM Implementation Approach"

Slide 98: "Stage 3: DEVELOP – Objectives"

Slide 99: "What is a Pilot Test?"

Slide 100: "Objectives of a Pilot Test"

Objectives of a Pilot Test

- To test efficiency and effectiveness of the process
- To generate data for improvement
- To convince people on the "goodness" of the change or innovation
- To manage risk

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Slide 101: "Pilot Testing Process"

Slide 102: "Pilot Testing Process: Criteria"

Slide 103: "Pilot Testing Process: Define Metrics"

Slide 104: "Pilot Testing Process: Establish Protocol"

Slide 105: *"Pilot Testing Process: Install System"*

Slide 106: "Pilot Testing Process: Develop Communication Materials"

Slide 107: "Pilot Testing Process: Develop Communication Materials"

Slide 108: "Pilot Testing Process: Train Pilot Staff"

Slide 109: "Pilot Testing Process: Train Pilot Staff"

Slide 110: "Pilot Testing Process: Implement and Monitor"

Slide 111: "Workshop: Formulating the Pilot Work Plan – Template"

Workshop: Formulating the Pilot Work Plan – Template

Date	Activity	Expected Result	Lead Person and Others Involved	Resources Needed

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Slide 112: "Workshop: Formulating a Pilot Work Plan – Instructions"

Slide 113: "Pilot Testing Process – Success Factors"

Slide 114: "After Activity Review"

Slide 115: *"Pilot Testing Process: Use Results"*

Slide 116: "DEVELOP – Conclusion"

Slide 117: "Module Outline"

Slide 118: "APO KM Implementation Approach"

Slide 119: "Stage 4: DEPLOY – Objectives"

Slide 120: "What is Deployment?"

Slide 121: "Objectives of Deployment"

Slide 122: "Deployment Process"

Slide 123: *"Critical Factors in Deployment"*

Slide 124: "Useful Technology"

Slide 125: "Useful Technology – Examples"

Useful Technology – Examples

Knowledge Process	IT Tool	Function
Identify / Create	• Idea generating tools • Data mining tools • Conceptual mapping tools • Intelligent agents	• Generating new ideas • Identifying new ideas, trends • Identifying information and creating new knowledge from them • Collecting information
Store	• Document management systems • Directories • Databases	• Organizing information • Storing information

Source: Adapted from PSB, Singapore. Primer on KM

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Slide 126: "Useful Technology – Examples"

Slide 127: *"Barriers to Successful KM Implementation"*

Slide 128: "Rewards and Incentives"

Slide 129: "Rewards and Incentives"

Slide 130: "Examples of Rewards and Incentives"

Slide 131: "Degree of Commitment"

Slide 132: "Discussion"

Slide 133: "Causes of Resistance"

Slide 134: "Exercise: Addressing Resistance"

Slide 135: "How Do You Address Each Situation?"

Slide 136: "Addressing Resistance: Communication Plan"

Slide 137: "Addressing Resistance: Communication Plan"

Slide 138: "Workshop: Formulating a Communication Plan – Template"

Slide 139: "Workshop: Formulating a Communication Plan"

Slide 140: "On-Going Evaluation"

Slide 141: "Module Summary"

Slide 142

Slide 143

APPENDIXES

APO KM FRAMEWORK

APPENDIX 1:
ASIAN KM CASES

1. GOLDSUN COMPANY

Company Profile
Founded in 1994, Goldsun Company in Vietnam has developed its capabilities in the field of marketing and communication design to specialize in multi-advertising services development. Being a member of the International Advertising Association (IAA) has helped Goldsun increase its knowledge of the advertising world and of international standards.

Key Drivers for the Adoption of KM
Since its establishment, Goldsun has focused its capacity-building on services: consulting, brand development, and full-service advertising. All areas entail intensive use of knowledge. With nearly 50 employees, Goldsun found that much of the knowledge created by its people was not being captured properly. This is especially true for its consultancy services related to brand development and advertising activities, a rich source of knowledge and experience among account executives, designers and creative staff. Often the knowledge stays with the individuals and is not shared. Failure to sign contracts and conduct consultancy projects did not translate into lessons learned for others to benefit from. Mistakes were often repeated. New knowledge and practices in the fields of marketing, advertising, design, and creation were not regularly updated or shared. Time was wasted in collecting information/knowledge that already existed elsewhere in the organization. As a result, Goldsun could not capitalize on its knowledge assets.

2. AIRTEL BROADBAND AND TELEPHONE SERVICES

Company Profile
Bharti Airtel, Limited, a part of Bharti Enterprises, is one of India's leading private sector providers of telecommunication services, with an aggregate of 30.27 million customers. As of the end of October 2006, it had 28.61 million mobile telephone customers. Bharti Airtel has been rated among the top 10 best-performing companies in the world in Business Week's Top 100 IT Companies list.

Airtel's strategic objective is to capitalize on the growth opportunities the company believes are available in the Indian telecommunication market and to consolidate its position to become the leading integrated telecommunication services provider in key markets in India, with a strong focus on providing mobile telephone services. In order to achieve this objective, the company has developed the following strategies:

- Focus on maximizing revenues and margins. Maximizing reach and expand product offerings to emerge as a "one-stop shop" solution provider for customers.

- Focus on enhancing customer satisfaction through timely high-quality delivery, thus reducing customer loss churn-out.

- Build sustainable competitive advantage through human resource development to achieve operational efficiency.

- Leverage on the strengths of strategic alliances with its financial partners, i.e., SingTel, Vodafone, International Finance Corporation, Asian Infrastructure Fund Group, and New York Life Insurance.

3. SUNONWEALTH ELECTRIC MACHINE INDUSTRY CO, LTD.

Company Profile
Sunonwealth Electric Machine Industry Co. was established in 1980 with initial capitalization of USD25,000. The company`s major products are high-density mini-motor and micro-radiators. After two decades, revenues in 2005 were USD160 million, and there are now more than 4,000 employees. It has factories and branches in various countries, with its headquarters in the Republic of China. In addition, the R&D center that enables the company to be an industry pioneer and leader is located at Kaohsiung, Republic of China.

Patents and Intellectual Property Management
Patents and intellectual property (IP) are Sunon's most precious assets in keeping its leading position in the industry. Sunon spends millions of TWD – 4% to 6% of annual revenues – on patent application and protection. Not all patents can be developed into commercial products, but numerous patents can form a strategic protective umbrella to prevent competitors from developing similar products. Sunon also invests ample resources into R&D for product innovations. Having the patents contributes to two business aspects: aggressive IP protection, so that if rivals or competitors infringe on the company's IP they can be sued, and passive protection – in the event that the company itself is accused of IP infringement, its patents are the best defensive weapon to show Sunon's technology capability.

4. PHILIPPINE TQM FOUNDATION

Company Profile
The Philippine TQM Foundation, Inc. (PTQMFI) is a non-profit, non-governmental, private organization whose mission is to help small and medium enterprises (SMEs) implement total quality management (TQM). Its vision is to become a primary catalyst in the growth and development of SMEs by providing assistance in quality and productivity improvement and in the enhancement of competitiveness in the world market. It was set up in August 2003 under the supervision of the Bureau of Product Standards (BPS) of the Department of Trade and Industry to continue the dissemination of the Philippines under a project called the TQM Integration Program.

Enablers

Several factors are in place that enhance the effectiveness of the core processes of the PTQMFI. Government support by the BPS gives credibility to the program and access to resources not otherwise available to other organizations. For instance, its affiliation with the BPS enables the PTQMFI to conduct benchmarking visits to organizations that normally would not have allowed such an activity. Invitations to international training programs are often received through the BPS, which is the counterpart agency of foreign government institutions.

APPENDIX 2:
THE CASE OF ETHNIC VISIONS, INC.

(1) As in all Asian countries, taking care of the children becomes THE career for most married women. Retirement for them begins with the first paycheck for the youngest child. This was not the case for Digna D. After going through years of early morning chaos of getting the children off to school on time, holding their hands through the crises of fights with friends and break-ups with those less friendly, sitting up late with them while they wrote resumes meant to impress the recruitment gods and sharing the ecstasies of landing "dream" jobs, she woke up one morning to find that the sometimes whining and more often chuckling kids had mutated into adults living lives separate from her own. Having been a single parent for some time, it was only then that reality hit her hard in the face – she was ALONE! But not lonely! She went back to her ancestral home in the highlands and with the comforting music of the wind rustling among the trees, spent a busy period of soul-searching on what to do next. High on the list of her priorities was that she wanted to do something for her tribe. It was 1995 and she was 55 years old.

(2) Ethnic Visions was born out of the desire of a housewife to preserve the culture of her tribe and at the same time for the world to know and to appreciate this culture. Thus, she ventured into the production of crafts based on ancient ethnic designs that have been treasured by the tribe. Of equal importance was providing a livelihood to a number of tribal craftsmen who otherwise would have been unemployed.

(3) The original products of the company were baskets and wall decor but it has since diversified into garments and linens. All of these products feature symbols unique to the tribe. These have been stylized to attract the attention and meet the requirements and standards set for local as well as exported products. Ethnic Visions designs are a result of research on tribal culture, the creative styling of the artists of Ethnic Visions and craftspersons who painstakingly work in production. From a revenue base of $100,000, it has since grown to a $3 million venture supplying products in the local and global markets. With the enterprising housewife still at the helm of the company, it now has grown from 3 to 20 employees and 200 tribal craftspersons who still produce the products by hand to ensure consistent quality. Revenue and employee data of the company are shown in Exhibits 1 and 2.

Exhibit 1: Revenue Data of Ethnic Visions

Exhibit 2: Employment Data of Ethnic Visions

(4) The phenomenal growth of Ethnic Visions is largely due to the owner/manager who actively pursued opportunities to market her products. The dramatic increase in exports was brought about by her ability to network both with the public and private sectors. She is an active participant in the government's innovative efforts to identify, package, and sell local products. Her participation and collaboration with other players in the handicrafts industry gained her valuable access to potential customers with whom she would close deals resulting in mutual satisfaction because of her company's reliability and integrity.

(5) While Ethnic Visions has grown in market share and in financial assets, it is now confronted by several concerns. For some observers, these concerns are actually consequential to the fact that the owner/manager is now nearing retirement age and will soon have to make the decision of either turning over the company to a younger manager or closing down the business. While both alternatives will give rise to consequential problems, the latter appears to be the worse option. It will mean loss of income and benefits for 100 families of the tribe not to mention the direct employees of the company. From a mission standpoint, it might also mean the loss of the designs, the preservation of which remains a passionate desire of the owner of the company.

(6) Like the owner, aging has overtaken a number of the original craftspersons who have actually mentored and turned over the work to their children. Unlike the original craftspersons, the younger generation has shown signs of boredom since they have worked within the confines of the very same community they grew up in. The growing inconsistency in product quality might, to a large extent, be attributed to their being bored by the repetitive tasks. Moreover, the call of "adventure" appears to become louder every day, energized by tales of excitement and the "gold that paves the streets" in far-off places. Another danger in worker turnover is the risk of copied designs and production technology.

(7) The truth is that other firms have copied the designs of the company. But the copies were inferior in design and quality. Despite the efforts of other companies to come up with similar products at lower prices, these have not affected the demand for products of Ethnic Visions because of their uniqueness and quality. The owner ascribes this both to her "hands-on" management style and to the fact that the tribe has zealously protected the designs and production technology against infringement because of their more than fair share in the fruit of their labors. The tribes' sturdy houses and their general ability to meet their families' needs are testimonials to this. Should a tagline be invented for Ethnic Visions' products, it might well be: "Made by Happy People!" On the whole, everyone is STILL happy but those directly involved in the management of the company could not help but anticipate what might lie ahead.

(8) Some seemingly negligible incidents have prompted these misgivings. On a number of instances, there have been customers who have made comments that "they could not be reached fast enough" despite the telephone numbers listed in the company brochures. The staff in charge of customer relations has also received some inquiries from non-customers on how they can be contacted. Six months ago, she proposed the creation of a website for the company but the proposal has not been acted upon because of the numerous activities of the owner. There have been instances of misplaced customer ledgers that are kept in the owner's office. It took some time before these could be traced. An artist would be assigned to work in the styling of a product to find out later that the same has been done some years back. Long-time workers in the company feel that these can be avoided if only the manager will delegate some of her original activities. Although this is a shared belief, they could not muster the courage to bring this up in meetings out of respect and deference to a benevolent patron who not only paid them well but likewise ensured that they attended training for free to perform their assignments successfully.

(9) There are no regular meetings in the company. Nobody ever has brought up the need for regularity because all employees receive their instructions directly from the owner/manager. The same is true for the craftspersons. Product assignments and feedback on outputs came directly from the "old lady." A secretary coordinates all schedules and efficiently manages where her boss should be meeting with whom at specific times. While a number of employees might be assigned to do related tasks for a period, everything they had to do is laid out for them. Accountability is clear and loyalty and employee morale are high because everyone is paid well. Besides, the

moral attractiveness of a social enterprise is an added bonus to the nobility of involvement in the company.

(10) On several occasions, the owner/manager has told her secretary that she has started feeling the onset of "senior moments" and has long wanted to convene a brainstorming session with her senior employees about what best to do with Ethnic Visions. She has also discussed with her accountant the budget that Ethnic Visions is able to allocate in the acquisition of information technology and other improvements. She has been seen going over brochures provided by information technology vendors and has actually set meetings with some of them. She intends to discuss what could be done to improve the management given the company's only computer systems – one used by the secretary for word processing and another by the accountant who utilizes an accounting program to record company transactions and produce the company payroll.

APPENDIX 3:
APO KM ASSESSMENT TOOL

This assessment tool is designed to help you conduct an initial appraisal of a Small and Medium Enterprise (SME)'s readiness for knowledge management. Specifically, it aims to identify the SME's strengths and opportunities for improvement in terms of managing knowledge.

INSTRUCTIONS: Please complete this form by indicating in the rating column a score from 1 to 5 according to the definitions below.

1	2	3	4	5
Doing Very Poorly or Doing None at All	Doing Poorly	Doing Adequately	Doing Good	Doing Very Good

CRITERIA CATEGORY 1.0: KM LEADERSHIP	RATING
1. The organization has shared Knowledge, Vision, and Strategy strongly linked to the organization's vision, mission, and goals.	
2. Organizational arrangements have been undertaken to formalize KM initiatives (i.e., a central coordinating unit for knowledge/information management, Chief Knowledge/Information Officer, ICT team, quality improvement teams/Communities of Practice, knowledge networks).	
3. Financial resources are allocated for KM initiatives.	
4. The organization has a policy for safeguarding knowledge (i.e., copyrights, patents, KM, and knowledge security).	
5. Managers role-model the values of knowledge sharing and collaborative working. They spend more time disseminating information to their staff and facilitating the horizontal flow of information between their staff and with staff of other departments/divisions/units.	
6. Management promotes, recognizes, and rewards performance improvement, organizational and employee learning, sharing of knowledge, and knowledge creation and innovation.	
SUBTOTAL CAT 1.0: KM LEADERSHIP	

CRITERIA CATEGORY 2.0: PROCESS		RATING
7.	The organization determines its core competencies (strategically important capabilities that provide a competitive advantage) and aligns it to their mission and strategic goals.	
8.	The organization designs its work systems and key processes to create value to customers and achieve performance excellence.	
9.	New technology, knowledge shared in the organization, flexibility, efficiency, and effectiveness are factored into the design of processes.	
10.	The organization has an organized system for managing crisis situations or unforeseen events that ensures uninterrupted operations, prevention, and recovery.	
11.	The organization implements and manages its key work processes to ensure that customer requirements are met and business results are sustained.	
12.	The organization continually evaluates and improves its work processes to achieve better performance, to reduce variations, to improve products and services, and to be updated with the latest in business trends, developments, and directions.	
	SUBTOTAL CAT 2.0: PROCESS	

CRITERIA CATEGORY 3.0: PEOPLE		RATING
13.	The organization's education, training, and career development program builds employee knowledge, skills, and capabilities, supports achievement of overall objectives, and contributes to high performance.	
14.	The organization has a systematic induction process for new staff that includes familiarity with KM and its benefits, the KM system, and KM tools.	
15.	The organization has formal mentoring, coaching, and tutoring processes.	
16.	The organization has a database of staff competencies.	
17.	Employees are organized into small teams/groups (i.e., quality circles, work improvement teams, cross-functional teams, communities of practice) to respond to workplace problems/concerns.	
	SUBTOTAL CAT 3.0: PEOPLE	

CRITERIA CATEGORY 4.0: TECHNOLOGY	RATING
18.	Management has established an IT infrastructure (i.e., Internet, intranet, and website) and has developed capabilities to facilitate effective KM.	
19.	The IT infrastructure is aligned to the organization's KM strategy.	
20.	Everyone has access to a computer.	
21.	Everyone has access to the Internet/intranet and an email address.	
22.	Information delivered in the website/intranet is updated on a regular basis.	
23.	Intranet (or a similar network) is used as a major source of organization-wide communication to support knowledge transfer or information sharing.	
SUBTOTAL CAT 4.0: TECHNOLOGY	

CRITERIA CATEGORY 5.0: KNOWLEDGE PROCESSES	RATING
24.	The organization has systematic processes for identifying, creating, storing, sharing, and applying knowledge.	
25.	The organization maintains a knowledge inventory that identifies and locates knowledge assets or resources throughout the organization.	
26.	Knowledge accrued from completed tasks or projects is documented and shared.	
27.	Critical knowledge from employees leaving the organization is retained.	
28.	The organization shares best practices and lessons learned across the organization so that there is no constant re-inventing of the wheel or work duplications.	
29.	Benchmarking activities are conducted inside and outside the organization, the results of which are used to improve organizational performance and create new knowledge.	
SUBTOTAL CAT 5.0: KNOWLEDGE PROCESSES	

	CRITERIA CATEGORY 6.0: LEARNING AND INNOVATION	RATING
30.	The organization articulates and continually reinforces the values of learning and innovation.	
31.	The organization regards risk taking or committing mistakes as learning opportunities, so long as they are not performed repeatedly.	
32.	Cross-functional teams are organized to tackle problems/concerns that cut across the different units in the organization.	
33.	People feel empowered and that their ideas and contributions are generally valued by the organization.	
34.	Management is willing to try new tools and methods.	
35.	Individuals are given incentives to work together and share information.	
	SUBTOTAL CAT 6.0: LEARNING AND INNOVATION	

	CRITERIA CATEGORY 7.0: KM OUTCOMES	RATING
36.	The organization has a history (and maintains measures) of successfully implementing KM and other change initiatives.	
37.	Measures are in place for assessing the impact of knowledge contributions and initiatives.	
38.	The organization has achieved higher productivity through reduced cycle time, bigger cost savings, enhanced effectiveness, more efficient use of resources (including knowledge), improved decision-making, and increased speed of innovation.	
39.	The organization has increased its profitability as a result of productivity, quality, and customer satisfaction improvements.	
40.	The organization has improved the quality of its products and/or services as a result of applying knowledge to improve business processes or customer relationships.	
41.	The organization has sustained its growth as a result of higher productivity, increased profitability, and better quality product and services.	
	SUBTOTAL CAT 7.0: KM OUTCOMES	

SCORING SHEET

INSTRUCTIONS:

- In Column (1), write your subtotal score per each category.

- Compare each subtotal score with the maximum points for each category found in Column (2).

- At the bottom row of Column (1), tally your total score and compare against the total maximum points indicated at the bottom row of Column (2).

- In Column (3), rank the categories from "1 to 7" with "1" as the highest and "7" as the lowest.

- Compare your total score with the levels of KM Readiness found in Annex A.

	(1)		(2)	(3)
CAT	CATEGORY SCORES (ASSESSMENT RATING TOTALS)		MAX POINTS	RANK (1 – 7) where 1 = highest, 7 = lowest
1.0	KM LEADERSHIP (Questions 1 through 6)		**30**	
2.0	PROCESS (Questions 7 through 12)		**30**	
3.0	PEOPLE (Questions 13 through 18)		**30**	
4.0	TECHNOLOGY (Questions 19 through 24)		**30**	
5.0	KNOWLEDGE PROCESSES (Questions 25 through 30)		**30**	
6.0	LEARNING & INNOVATION (Questions 31 through 36)		**30**	
7.0	KM OUTCOMES (Questions 37 through 42)		**30**	
	TOTAL		**210**	

ANNEX A: KNOWLEDGE MANAGEMENT READINESS CHECK

Score	Level of KM Readiness	KM Leadership	Process	People	Technology	Knowledge Processes	Learning & Innovation	KM Outcomes
189 – 210	**Maturity** KM is main-streamed in the organiza-tion	Senior managers role-model the values of knowledge sharing and collaborative working. The organization derives value from organizational knowledge	Excellent, systematic processes that are fully deployed with no major gaps	People look for opportunities to seek out other people who might benefit from their knowledge and offer it freely	Effective inter-facing of people with technology. Strong partner-ships with operating units, KM champions in the organiza-tion, and individuals are built and sus-tained	Effective sys-tematic knowledge processes are fully integrated in the organization. Processes have undergone multiple cycles of refinement	A systematic evaluation, continuous improvement and organizational learning and innovation are implemented company-wide	Excellent organi-zational performance levels and trends have been sustained over time. Evidence of industry and benchmark leadership is demonstrated in many perfor-mance areas
147 – 188	**Refinement** Implementa-tion of KM is continually evaluated for continuous improvement	Management regularly reviews organizational performance and uses the results to reinforce organiza-tional direction, improve prod-uct/service delivery, and create new prod-ucts/ services	Systematic processes are getting to be more effective and well deployed	Mechanisms for knowledge sharing and collaboration are regularly evalu-ated for continuous improvement	IT infrastructure is continually reviewed in the context of its alignment to the KM strategy and improved ac-cordingly	Processes are regularly re-viewed and benchmarked with other organizations for continuous improvement. Processes have undergone at least one cycle of refinement	Management tools such as a fact-based, systematic evaluation and improvement and organizational learning including innovation, are regularly utilized. Refinement is achieved as a result of organi-zational-level analysis and sharing	Good to excellent organi-zational performance results and sustained trends over time. There are areas of leadership and very good rela-tive performance against bench-marks
126 – 146	**Introduction (Expansion)** KM is prac-ticed in some areas	Management leads in the im-plementation of KM. A reward and incentive system is in place	Systematic processes are in place, with increasingly better de-ployment of these pro-cesses	People are exchanging knowledge more frequently and beyond their own unit. There is increas-ing inter-unit collaboration in the implementa-tion of activities, projects, and programs	Increasing usage of IT. More people have access to a computer linked to the Internet/intranet. Information and knowledge required by employees in the performance of their tasks are readily accessi-ble anytime and anywhere	Systematic knowledge processes are in place and are well deployed throughout the organization. People are starting to make use of the knowledge obtained from sharing in improving the way they do things	A systematic evaluation and improve-ment process and some organiza-tional learning, including innova-tion, are in place for improving the efficiency and effectiveness of key processes	The organization has exhibited good organiza-tional performance results including some trends that have been sustained over time. The organization has shown good relative perfor-mance against benchmarks

ANNEX A: KNOWLEDGE MANAGEMENT READINESS CHECK

Score	Level of KM Readiness	KM Leadership	Process	People	Technology	Knowledge Processes	Learning & Innovation	KM Outcomes
84 – 125	**Initiation** The organization is: 1) beginning to recognize the need to manage knowledge 2) initiating a pilot KM project	A knowledge vision & strategy are formulated to guide the organization's KM initiatives An executive sponsor is designated and a central coordinating unit is created to orchestrate KM activities	Start of systematic work processes and good deployment of these processes	Knowledge is being shared willingly but only when individuals are asked and only within their own units People, including senior managers, are being trained on KM techniques	Understanding the role of IT in KM Establishing an IT infrastructure that is aligned with strategic goals Formation of ICT Team and development of capabilities on ICT	Starting to develop and implement processes for generating, organizing, sharing and using knowledge	The beginning of a systematic approach to evaluation and improvement of key processes	There are a few good organizational performance results and some having adverse trends Starting to gather benchmark data for comparative performance analysis
42 – 83	**Reaction** The organization is not aware of what KM is and its importance in enhancing productivity and competitiveness	Leadership is not aware or convinced of the importance of KM and the value of knowledge to the mission of the organization Top management support for KM initiatives is either weak or non-existent There is no clear direction as to where the organization is heading and the reason for its existence	Key product and service design and delivery, business, and support processes are not systematic or deployed	Knowledge is either fiercely protected by individuals or shared reluctantly by individuals when told to do so Knowledge sharing, if any, is limited to a few people. Individual learning is seldom transformed to organizational learning. Knowledge is lost when employees leave the organization	Limited use of computers, Internet/intranet, or other networks for improving communications, sharing information, building databases, etc. (for organizations with existing IT infrastructure) "Story-telling" or oral communication of information and knowledge is common	People are constantly re-inventing the wheel or duplicating efforts Mistakes are being frequently committed twice or repeatedly	The organization's response mechanism to problems is reactive rather than proactive Organizational units operate independently. There is no organizational alignment	The organization does not keep track of results, including comparative information against benchmarks, for any of the critical performance areas to the accomplishment of the organization's mission

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APPENDIX 4:
MODULE 4 WORKSHOP OUTPUTS

COMPUTATION TABLE OF CATEGORY AND TOTAL SCORES

CAT	CATEGORY SCORES (ASSESSMENT RATING TOTALS)		MAX POINTS	RANK (1 – 7) where 1 = highest, 7 = lowest
1.0	**KM LEADERSHIP** (Questions 1 through 6)	**11**	**30**	**2**
2.0	**PROCESS** (Questions 7 through 12)	**11**	**30**	**2**
3.0	**PEOPLE** (Questions 13 through 18)	**6**	**30**	**5**
4.0	**TECHNOLOGY** (Questions 19 through 24)	**6**	**30**	**5**
5.0	**KNOWLEDGE PROCESSES** (Questions 25 through 30)	**6**	**30**	**5**
6.0	**LEARNING & INNOVATION** (Questions 31 through 36)	**7**	**30**	**4**
7.0	**KM OUTCOMES** (Questions 37 through 42)	**12**	**30**	**1**
	TOTAL	59	210	

**KNOWLEDGE STRENGTHS AND OPPORTUNITIES
FOR IMPROVEMENT MATRIX**

Category	Strengths	Opportunities for Improvement
CAT 1.0 KM LEADERSHIP	Clear vision: to preserve the tribe culture for the world to know & appreciate	To devise policy for safeguarding rich knowledge
CAT 2.0 PROCESS	Core competencies (unique craftsmanship) Work systems and processes (everything was laid out clearly for employees) to produce high quality and unique design products	To develop system for managing crisis situations and unforeseen circumstances
CAT 3.0 PEOPLE	Invest in education & training for employees to allow them to perform their assignments successfully	To develop processes for coaching, mentoring, and tutoring
CAT 4.0 TECHNOLOGY		To ensure IT infrastructure is aligned to corporate strategy
CAT 5.0 KNOWLEDGE PROCESSES		Retention of critical knowledge from employees leaving
CAT 6.0 LEARNING & INNOVATION	Management is willing to try new tools & methods	Forming teams to tackle similar concerns across units
CAT 7.0 KM OUTCOMES	High productivity Sustained growth (from $100K to $3m)	To design measures to assess knowledge impact

WORKSHOP: KM STRATEGY AND PROGRAM TEMPLATE

KEY STRATEGIC-KNOWLEDGE GAP • Transferring tacit knowledge of the owner and first-generation employees to the employees
KM VISION • New employees utilizing and continually innovating knowledge that has been created by the previous-generation employees to maintain business excellence
KM OBJECTIVE(S) • To prevent the loss of knowledge and expertise generated by the first-generation employees due to retirement
KM STRATEGY • Systematically put in place the KM process and develop KM infrastructure (e.g., coaching, mentoring)
STRATEGY OUTCOME MEASUREMENT • Percent of defect products reduced • Percent of new designs launched by young-generation employees • Percent of cost reduction in the production line • More participation of young employees in decision making
KM PROGRAM / INITIATIVES & PRACTICES • Creation of: KM BOD; KM Team; COPs (employee level and first generation) • Establish IT infrastructure • Manual work processes and procedures (best practices) • Internal benchmarking

KNOWLEDGE STRENGTHS AND OPPORTUNITIES
FOR IMPROVEMENT MATRIX

	Activities	Outputs	Timeline		Persons Responsible	Resources Required
			Start	End		
1.	Creation of KM BOD	• KM BOD • Established policy • Provided resources	1st Jan.	15th Jan.	Owner + Management	Budget for 1 or 2 meetings
2.	Creation of COPs	Best practices, lessons learned, new designs, and work innovations	16th Jan.	30th Apr.	KM BOD, KM committee	• Budget/ incentives • People
3.	Identify critical knowledge	• Documented critical knowledge: list of experts, customers, suppliers, etc. • Captured best selling designs	1st Feb.	1st May	KM BOD, KM committee and COPs	• Budget • Employees • Consultants/ Technical Advisors
4.	Internal benchmarking					
5.	Manual work processes and procedures (best practices)	Work manual KPIs for each process, establish standards	1st May	1st Aug.	COPs reps.	• Budget • Employees • Consultants/ Technical Advisors
6.	Establish IT infrastructure	Intranet, Internet, exchange forum, databases, e.g., customer, experts, etc.	1st May	1st Aug.	IT company and KM BOD	• Budget • KM BOD's time/inputs • IT experts

**WORKSHOP: FORMULATING THE PILOT WORK PLAN
– CREATION OF A COP FOR BASKET MAKING**

Date	Activity	Expected Result	Lead Person and Others Involved	Resources Needed
16th Jan (1 hr)	Orientation meeting with baskets weavers	• KM vision has been well understood and accepted. • Basket weavers expressed their willingness to join KM program. • Commitment of 10 basket weavers to join COP.	The owner and KM committee to orient and document the outcomes of the discussion	• Budget • Templates
19th Jan (2 hrs)	Training on COP – what is COP, how to run COP, etc.	Persons have knowledge, skills, and the right attitude on COP	KM committee member will show them how to facilitate the COP (shadow first with the KM committee member in facilitation)	• Budget • Training Materials • Employees
19th Jan (1 hr)	COP members meet to discuss about how are they going to work together COP	• COP internal rules/agreements, procedures, schedule, and venue • Proposed budget	One among weavers takes lead in facilitating the meetings	
21st Jan – March	Regular COP implementation	Identified best practices in the design, production of baskets, lessons learned	• COP Members • KM Committee Secretary	• Venue • Budget
31st March	Measurement of COP implementation (after an initial two months: 8 meetings)	• Identified quality standards in making baskets • Recommendation in the process of COP	KM committee member	Venue documentation materials

WORKSHOP: COMMUNICATION PLAN

Objective	Audience	Content	How	Person Accountable	By When	Frequency
Gain support to KM program	Top management	• Why KM? • What is KM? • Benefits? • Time line of program implementation • What support is needed?	Executive meeting	Owner with KM expert	Dec.	Once
Inform KM initiatives in Ethnic Vision (pilot testing)	All employees	General information about sharing knowledge. Brief info. about a group of weavers who will work together for a few months and at the end the results will be shared with all of you.	• Internal memo • Posters	KM committee head and members	Jan.	Weekly
Enhance understanding and gain commitments to KM vision and program	Basket weaving craftsmen	• Why KM? • What is KM? • Benefits? • Time line of program implementation • What is COPs? • How does it work? • What is required from them?	Meeting Training session	Owner, KM committee	Jan.	Fortnightly
Share results and gain further support	• Owner and KM board • All people	Results of COPs piloting	2 meetings	KM expert and representative COPs	Sept.	Quarterly

APPENDIX 5:
RECOMMENDED BOOKS ON KNOWLEDGE MANAGEMENT

1. *The Wealth of Knowledge, Intellectual Capital and the Twenty-First Century Organization* by Thomas A. Stewart

   Probably one of the best books on understanding the importance of knowledge capital, knowledge assets, and managing knowledge assets.

2. *Learning to Fly: Practical Knowledge Management from Leading and Learning Organizations* by Chris Collison and Geoff Parcell

   Probably the best book on practical and well proven KM methods, tools, and techniques within BP, including learning while doing, learning after doing, peer assist, After Action Review, etc.

3. *Working Knowledge* by Thomas H. Davenport and Laurence Prusak

   Most of KM practitioners use this book as a reference. Practical issues of how companies can generate and transfer knowledge. A blueprint for competitive advantage.

4. *The Knowledge-Creating Company: How Japanese Companies Create the Dynamics of Innovation* by Ikujiro Nonaka and Hirotaka Takeuchi

   A must-read if you want to become grounded in some fundamental theory and excellent cases studies from two KM pioneers who molded KM as a practice.

5. *Knowledge Asset Management* by Gregoris N. Mentzas, Dimitris Apostolou, Andreas Abecker, and Ron Young

   Please read the industry expert reviews of this remarkable book that documents a 2 million euro EC project called "Knownet," and the resultant KM frameworks, processes, methods, tools, and technologies.

6. *Intellectual Capital: The New Wealth of Organizations* by Thomas A. Stewart

   This is the book that compels most people to start their own KM initiative or even start a KM consulting practice! A great primer.

7. *Communities of Practice: Learning, Meaning, and Identity* by Etienne Wenger

   If Communities of Practice (CoP) are "the big thing in KM" then this is a must read from "the CoP guru."

8. *Harvard Business Review on Knowledge Management* **by Peter Ferdinand Drucker, David Garvin, Dorothy Leonard, Susan Straus, and John Seely Brown**

   Seriously, you must add this to your collection when you are aware of the fundamentals of KM.

9. *Knowledge Management: Concepts and Best Practices* **by Kai Mertins (Editor), Peter Heisig (Editor), and Jens Vorbeck (Editor)**

   We found this a great reference, full of successful and practical case studies for KM practitioners. A special orientation on knowledge management audit and business process-oriented Knowledge Management.

10. *If Only We Knew What We Know: The Transfer of Internal Knowledge and Best Practice* **by Carla O'Dell and C. Jackson Grayson**

   Two KM gurus with a great pedigree

11. *Case Studies in Knowledge Management* **by Murray E. Jennex; Idea Group Publishing, 2005**

   Good case studies in Knowledge Management

12. *How Organizations Manage What They Know* **by Thomas H. Davenport and Laurence Prusak; Harvard Business School Press, Boston, Massachusetts; 1998**

   Two well known authors on KM

13. *Knowledge Management in Asia – Experience and Lessons*; **Asian Productivity Organization, 2008**

   KM cases in Asia

14. *Knowledge Management for Small and Medium Enterprises*, **Asian Productivity Organization, 2009**

   This is a good source for cases on KM implementation in SMEs.

APPENDIX 6:
SUMMARY OF CASE STUDIES ON KM IMPLEMENTATION IN SMES

SUMMARY OF CASE STUDIES

1. Keppie Design

This is a case study of an organization of around 250 professionals, spread across several offices in Scotland, with an international reputation for design. Rapid expansion had resulted in an impossible stress to the traditional forms of knowledge sharing.

This case demonstrates the early gains that can be achieved at little cost. The organization needed to invest in knowledge management and a standard portal to support the professional development of workers, improve simple communications and collaboration, and transfer project knowledge across the entire organization.

2. Care Service Improvement Partnership (CSIP)

This is a case study of an organization of around 70 professionals who consider themselves to be, in essence, a "Knowledge Organization" and to be "honest brokers" of knowledge to their stakeholders.

However, they were not, at the outset, familiar with the more formal, robust, collective, and systematic processes and methods, the division of roles and responsibilities, and the measurements that can bring about more effective knowledge management. This case highlights their journey, key drivers, cultural challenges, and intended next steps.

3. AdvancedTEK International Corp. (AIC)

AdvancedTEK International Corporation is a consulting company, founded in the Republic of China (ROC), which has achieved global reach with its consulting services. It has about 380 employees in the ROC and PR China.

This case is an excellent example of an SME that has achieved organizational success through the adoption of strategic knowledge management. Recognizing industry domain knowledge and best practices as an important competitive advantage for a consulting firm, it encouraged the development of a KM project. Clear corporate vision, top management support, an open communications culture, and integration of an industry knowledge database with IT technology represent the key success factors of this KM project. There were some significant results of the KM implementation: revenue and profit have grown by 40% each year, the selling cycle has been shortened from 6–12 months to 3–6 months, and the hit rate of presales has also increased from about 20% to 40%.

The success of AdvancedTEK International Corporation demonstrates that KM can be used to build a strategic competitive advantage and lead to significant growth of the corporation.

4. Arbor Technology

Arbor Technology is a traditional Taiwanese SME founded in 1982. It has 188 employees and is skilled at manufacturing industrial personal computers (IPC) with specialized embedded features and networking capability.

Traditionally, Arbor Technology was operated in a project-based way to respond to the unique requirements of customers from various industries. Thus, how to benefit from the past experience of various product designs and create value-added services becomes a strategic issue for the profitable growth of the company.

The company developed Computer-on-Module and Time-to-Market Business Models through its KM project to improve customer solutions and satisfaction. Engineers could easily deploy any embedded architecture to meet customers' requirements quickly and add value. The company has accelerated its design cycle time and improved customer service. Profits have also increased through economies of scale, and revenue increased from USD 21 million in 2006 to 30 million in 2007.

SMEs in any manufacturing industry could benefit from the success story of Arbor Technology to build and apply KM in the R&D and manufacturing processes. The alignment of corporate vision, strategy, and knowledge mapping, people's engagement, and partnership with customers were the critical drivers that contributed to organizational transformation and corporate growth.

5. Qian Hu Corporation

Qian Hu Corporation is a home-grown SME in Singapore and is the world's largest ornamental fish and accessories exporter. It has a total of 650 employees in its offices in Singapore, PR China, Malaysia, and Thailand.

Qian Hu Corporation is an excellent example of an SME that has achieved organizational success and effectiveness through the adoption of strategic knowledge management. Leadership, technology, people, and processes represent the key drivers and enablers of KM in the organization. Customer knowledge is an important aspect of the organization's knowledge assets. Qian Hu looks beyond its internal resources to acquire valuable knowledge as it collaborates with external parties to develop new capabilities.

The story of Qian Hu demonstrates how KM can make a difference for SMEs in their growth and globalization strategy, especially when KM is aligned to their business objectives, and also demonstrates the importance of leveraging both internal and external sources of knowledge.

6. Goldsun

Goldsun is a Vietnamese SME founded in 1994 as a multi-advertising services company. It has 50 employees with offices in Hanoi, Ho Chi Minh City, and Da Nang.

Realizing the importance of KM in the development of the company after being awarded the ISO 9001:2000 certificate for its quality management system, Goldsun began to implement KM with a primary focus on people and technology. A KM portal – GOLDSUN Click-2-K ("Click to Knowledge") – was developed and is considered an enabler for sharing, storing, and using knowledge.

The case of Goldsun highlights the use of technology to enable knowledge sharing and the importance of leadership commitment in driving KM in an organization.

7. Japan Gore-Tex (JGI)

This is a case study of a chemical manufacturer with around 500 employees that seeks continuous innovation through sustainable knowledge creation. Gore-Tex™ is a versatile polymer, and the Gore-Tex Group has grown by expanding the range of applications to various industries worldwide.

JGI has an extremely unique organizational structure called POGAL (Project Organization Governed by Autonomous Leadership), which has no hierarchy and considers the entire JGI organization as an organic aggregation of projects. The framework has been created and improved through the company's long journey to pursue continuous knowledge creation through associates' proactive interaction across the firm. This case reveals the infinite possibilities of small and medium enterprises to pursue innovation through employees' continuous knowledge creation.

8. Migakiya Syndicate

This is a case study of a business consortium of more than 40 small manufacturers specializing in metal polishing in Japan. The small companies that make up the consortium built their business as subcontractors or sub-subcontractors to Western tableware manufacturers, but their business significantly declined due to overseas competitors with lower labor costs.

To deal with this difficult situation, the local Chamber of Commerce and Industry and many small manufacturers created a business consortium to jointly market their services and to apply their core knowledge and skills. By bringing different specialties from over 40 small companies together, they built up new capabilities for marketing and for conducting metal-polishing operations. As a result, they gained significant new business and built strong brand recognition. This case shows the possibilities of forming business clusters among small and medium enterprises.

APO Workshop on Implementing KM

WORKSHOP OVERVIEW

OVERVIEW

Workshop Objectives

- To provide an understanding of the importance of KM for all organizations in the Knowledge Economy

- To foster understanding of the APO KM Framework and Implementation Approach

- To equip participants with methods, tools, and techniques for KM implementation and integration in organizations

Workshop Topics

- Module 1: Why KM?

- Module 2: What is KM?

- Module 3: APO KM Framework

- Module 4: APO KM Implementation Approach

Introduction - Objectives

- To understand the transition of nations and organizations toward the Knowledge Economy

- To understand the implications of Global / Asian Knowledge Economy on today's society

Module 1: Why KM? – Objectives

- To understand the importance of KM

- To persuade about the benefits of KM
  - Individual
  - Team
  - Organization
  - Society
- To analyze case studies on KM

Module 2: What is KM? – Objectives

- Positioning of KM in the context of Productivity and Quality initiatives

- Understanding of KM

- Understanding common KM concepts and processes

Module 3: APO KM Framework – Objectives

- Understanding the APO KM definition

- Understanding the APO KM Framework

- Understanding the essential elements for successful implementation of KM

- Develop competence in the application of the framework and approach

- Formulate an action plan for implementation

Workshop Schedule – DAY ONE

TIME	TOPIC
8:15 – 9:00 am	Registration and Opening Session
9:00 – 9:15 am	Workshop Overview
9:15 – 10:45 am	Introduction
10:45 – 11:00 am	COFFEE BREAK
11:00 – 12:30 pm	Module 1: Why KM?
12:30 – 1:30 pm	LUNCH
1:30 – 3:00 pm	Module 2: What is KM?
3:00 – 3:15 pm	COFFEE BREAK
3:15 – 4:30 pm	Module 2: What is KM? (cont'd)

OVERVIEW

Workshop Schedule – DAY TWO

TIME	TOPIC
9:00 – 10:30 am	Module 3: APO KM Framework – Background of Framework – Perception of Framework
10:30 – 10:45 am	COFFEE BREAK
10:45 – 12:30 pm	Module 3: APO KM Framework Elements
12:30 – 1:30 pm	LUNCH
1:30 – 3:00 pm	Module 3: APO KM Framework Elements (cont'd)
3:00 – 3:15 pm	COFFEE BREAK
3:15 – 4:30 pm	Module 3: APO KM Framework

OVERVIEW

Workshop Schedule – DAY THREE

TIME	TOPIC
9:00 – 10:30 am	Module 4: APO KM Implementation Approach – Discovery Stage
10:30 – 10:45 am	COFFEE BREAK
10:45 – 12:30	Module 4: Discovery Stage – Workshop on Assessment Tools
12:30 – 1:30 pm	LUNCH
1:30 – 3:00 pm	Module 4: Discovery Stage – Workshop on Business Cases Module 4: Design Stage
3:00 – 3:15 pm	COFFEE BREAK
3:15 – 4:30 pm	Module 4: Design Stage – Workshop on KM Strategy

OVERVIEW

Workshop Schedule – DAY FOUR

TIME	TOPIC
9:00 – 10:30 am	Module 4: Design Stage – Workshop on KM Program
10:30 – 10:45 am	COFFEE BREAK
10:45 – 12:30 pm	Module 4: Design Stage – Workshop on KM Plan
12:30 – 1:30 pm	LUNCH
1:30 – 3:00 pm	Module 4: Development Stage
3:00 – 3:15 pm	COFFEE BREAK
3:15 – 4:30 pm	Module 4: Workshop on Pilot Projects

OVERVIEW

Workshop Schedule – DAY FIVE

TIME	TOPIC
9:00 – 10:30 am	Module 4: Deployment Stage
10:30 – 10:45 am	COFFEE BREAK
10:45 – 12:30 pm	Module 4: Workshop on Communication Plan
12:30 – 1:30 pm	LUNCH
1:30 – 2:30 pm	Workshop Summary and Action Plan
2:30 – 3:00 pm	Closing Ceremony
3:00 – 3:30 pm	COFFEE BREAK

OVERVIEW

END OF WORKSHOP OVERVIEW

MODULE 1:
Why KM?

Module Objectives

- To understand the importance of KM

- To explain the benefits of KM

  - Individual
  - Team
  - Organization
  - Society

- To review case studies on KM

Importance of KM

- Knowledge and information transfer have become increasingly important to organizations everywhere

- Knowledge is now recognized as a valuable intangible asset

- The building of knowledge generation capabilities within the firm creates an organization with the flexibility to meet new challenges

- Information and knowledge have become key drivers for competitive advantage – how can organizations harness these drivers for operational efficiencies and innovation?

MODULE 1

Benefits of KM

- The expected outcome of KM initiatives is to enhance individual, team, and organizational capability and thereby increase social capacity

- Together, these outcomes will spur overall productivity, improve the quality of products and services, and contribute to profitability and growth

Benefits of KM – Individual

- Increase knowledge and skills of individuals – arising out of learning and innovation in the knowledge process

- Positive attitudes, strong moral and ethical values – foundations of individual capability development

- Individual capabilities collectively contribute to organizational capability and societal capacity

Benefits of KM – Team

- Increased knowledge and skills of individual members enhance the entire team's capability

- When members of a team are constantly learning and sharing knowledge with each other, the team capability is enhanced

Benefits of KM – Organization

- Organizational capability focuses on these aspects to achieve sustainable growth and competitive advantage:
  - Improving internal processes and systems
  - Developing core competencies
  - Designing innovative strategies

- Organizational capability to create, reorganize, disseminate widely, and embody knowledge in new products and services is critical when faced with
  - Shifting markets
  - Rapid product obsolescence
  - Hyper-competition
  - Financial upheavals

Benefits of KM – Society

- Societal capacity = Collective knowledge of individuals + Organizations (that can be harnessed for inclusive growth)

- Networking and collaboration can stimulate the creative potential of individuals and organizations to seize the enormous opportunities in society for growth and development

- Enhanced public and private sector collaboration raises KM awareness and heightens the positive effects of knowledge and technology across all sectors of society

MODULE 1

Case Studies

- Case 1: Goldsun – Vietnam

- Case 2: Airtel – India

- Case 3: Sunonwealth – Republic of China

- Case 4: Philippine TQM Foundation

Note: Refer to the Appendixes for these cases on KM.

Module Summary

- Knowledge and information transfer have become increasingly important to organizations

- Benefits of KM can be seen at all levels:
  - Individual
  - Team
  - Organization
  - Society

- Organizations have various reasons to adopt KM, and enjoy a range of benefits from its implementation

END OF MODULE 1

MODULE 2: What is KM?

Module Objectives

- Positioning of KM in the context of Productivity and Quality initiatives

- Understanding KM

- Understanding common KM concepts and processes

Module Outline

- **Positioning of KM in the Context of Productivity and Quality Initiatives**
  - Some Evergreen Business Principles

- **Understanding KM**
  - APO's KM Definition
  - KM Myths
  - Historical Generations of KM
  - Current Status of KM

- **Understanding Common KM Concepts and Processes**
  - Difference between Information and Knowledge
  - Types of Knowledge
  - Knowledge Assets
  - The Knowledge Process
  - KM Tools and Technologies
  - Knowledge Taxonomy
  - Characteristics of a Knowledge-Enabled Organization

MODULE 2

Module Outline

- **Positioning of KM in the Context of Productivity and Quality Initiatives**
  - **Some Evergreen Business Principles**

- Understanding KM
  - APO's KM Definition
  - KM Myths
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  - Knowledge Assets
  - The Knowledge Process
  - KM Tools and Technologies
  - Knowledge Taxonomy
  - Characteristics of a Knowledge-Enabled Organization

For how long should management be interested in improving <u>productivity</u> in the organization?

For how long should management be interested in increasing <u>quality</u> in the organization?

FOREVER !

Productivity and quality are Evergreen Business Principles

Improved productivity and increased quality are <u>underpinned by</u> the best <u>knowledge</u> available at the time.

For how long should management be interested in increasing <u>profitability</u> and / or <u>adding value</u> in the organization?

Effective Knowledge Management underpins *everything* in the organization!

Effective Knowledge Management is, and always will be, critical to organizational development, performance, and growth.

Module Outline

- Positioning of KM in the Context of Productivity and Quality Initiatives
  - Some Evergreen Business Principles

- Understanding KM
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APO's KM Definition

APO's KM Definition

KM is an integrated approach of creating, sharing, and applying knowledge to enhance organizational productivity, profitability, and growth.

What's Really New About KM?

Knowledge Management is the discipline of enabling individuals, teams, and entire organizations to <u>collectively</u> and <u>systematically</u> create, share, and apply knowledge to better achieve their objectives.

The Bottom Line for KM

What knowledge, if it could be better managed, would make a big difference to achieving our objectives?

KM Myths

- KM is a fad
- KM is a new technology
- KM is about codifying knowledge
- KM is a new HR initiative
- KM is extra work
- KM is only for knowledge workers

Historical Generations of KM

- 1st Generation – ICT / Web-based Systems
- 2nd Generation – Collaborative Communities
- 3rd Generation – KM-Enabled Processes
- 4th Generation – Strategic Enterprise KM
- 5th Generation – Inter-Organization KM

Module Outline

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Exercise on difference between information and knowledge

Information and Knowledge

We communicate information to one another in explicit forms (inform).

We can chose to turn that information into knowledge (learning process) in our heads (tacit knowledge).

When we make our internal <u>tacit</u> knowledge <u>explicit</u> in some form, it becomes information to others.

The SECI Model – Modes of Knowledge Transfer

Tacit-to-Explicit

Externalization

Knowledge Amplification

Explicit-to-Explicit

Combination

Explicit-to-Tacit

Internalization

Tacit-to-Tacit

Socialization
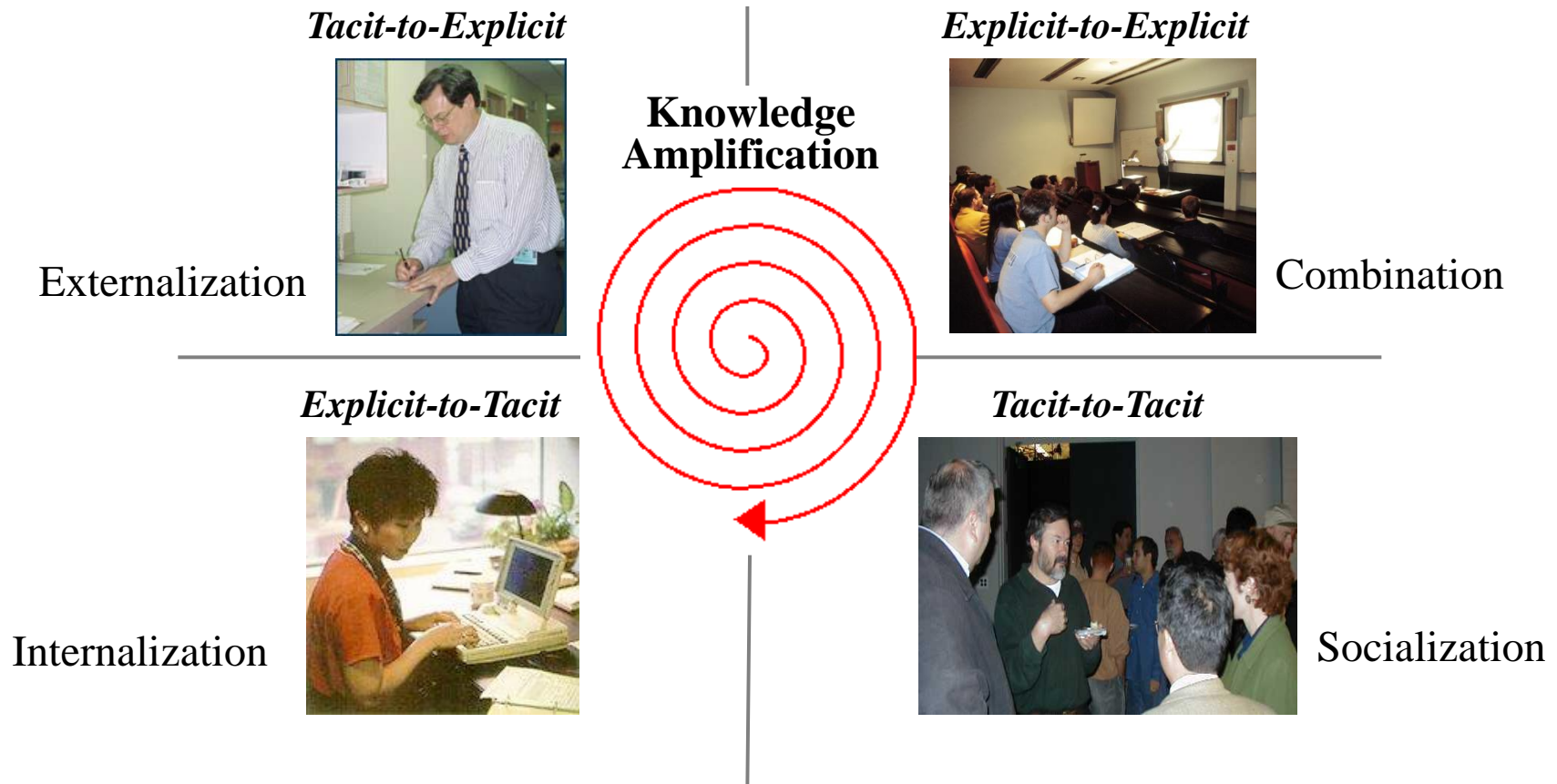
Source: *The Knowledge Creating Company*
Nonaka & Takeuchi

Exercise on tacit and explicit knowledge

Knowledge Assets

Knowledge Assets and IC
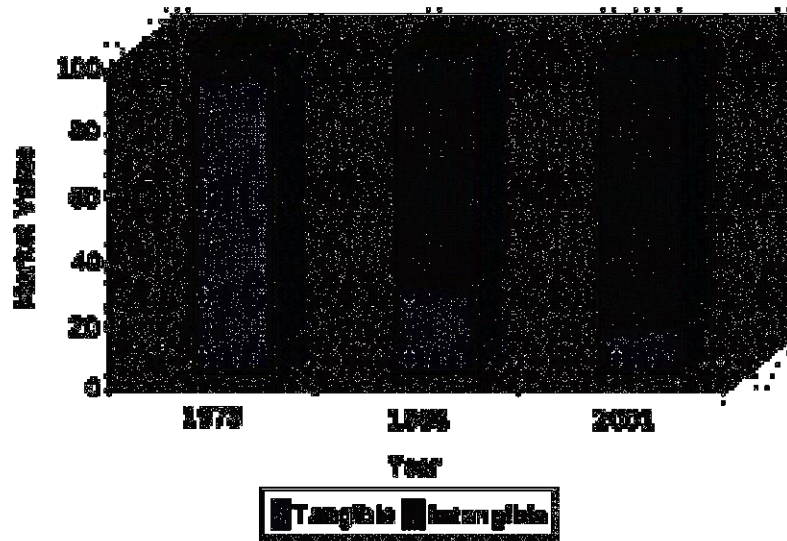
GE	$ 457,568	$ 47,780	10.44%
GE	$ 301,110	$ 48,529	15.45%
Intel Corporation	$ 201,469	$ 37,840	18.54%
Cisco	$ 189,153	$ 29,755	15.40%
AOL – Time Warner	$ 184,796	$ 11,893	6.42%
IBM	$ 182,456	$ 20,884	11.24%
Oracle	$ 122,890	$ 4,918	4.00%
Nokia	$ 100,032	$ 8,861	8.85%
Sun Microsystems	$ 67,648	$ 10,758	15.88%
Dell	$ 58,662	$ 3,640	6.45%
Boeing	$ 53,936	$ 11,922	26.48%
Ford	$ 53,758	$ 18,198	33.78%

The KM Process

5 Steps in the KM Process

1. Identify

2. Create

3. Store

4. Share

5. Apply

MODULE 2

The KM Process

The KM Process, embedded in the work practices, transforms the organization

…from "episodic" learning and innovation;

…to "continuous" learning and innovation.

KM Tools and Technologies

KM Tools

- KM Assessment Survey

- Peer Reviews

- After Action Review (AAR)

- Knowledge Portal

Some New KM Technologies

Knowledge Taxonomy

Organizational Knowledge Management
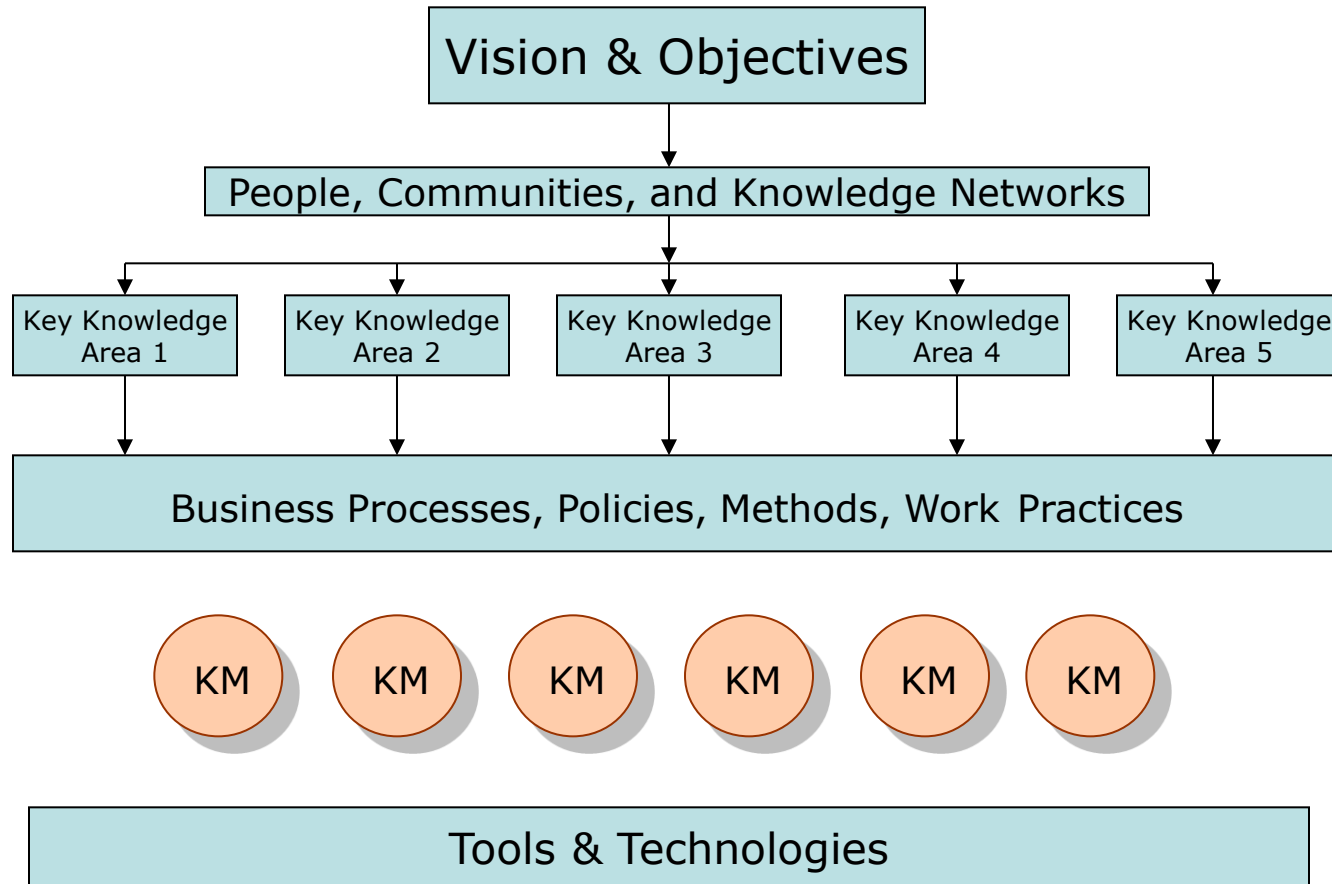
SIMPLE
PRACTICAL
EASY TO USE
EXTREMELY POWERFUL

Knowledge Work

"The most important, and indeed truly unique, contribution of management in the 20th century was the fifty-fold increase in the productivity of the manual worker in manufacturing.

The most important contribution management needs to make in the 21st century is similarly to increase the productivity of knowledge work and the knowledge worker."

Peter F. Drucker

Module Outline

- **Positioning of KM in the Context of Productivity and Quality Initiatives**
  - Some Evergreen Business Principles

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  - The knowledge Process
  - KM tools and Technologies
  - Knowledge Taxonomy
  - Characteristics of a Knowledge-Enabled Organization

MODULE 2

What is KM? – Summary

- Positioning of KM in the context of Productivity and Quality initiatives

- Understanding of KM

- Understanding of common KM concepts and processes

END OF MODULE 2

MODULE 3:
APO KM Framework
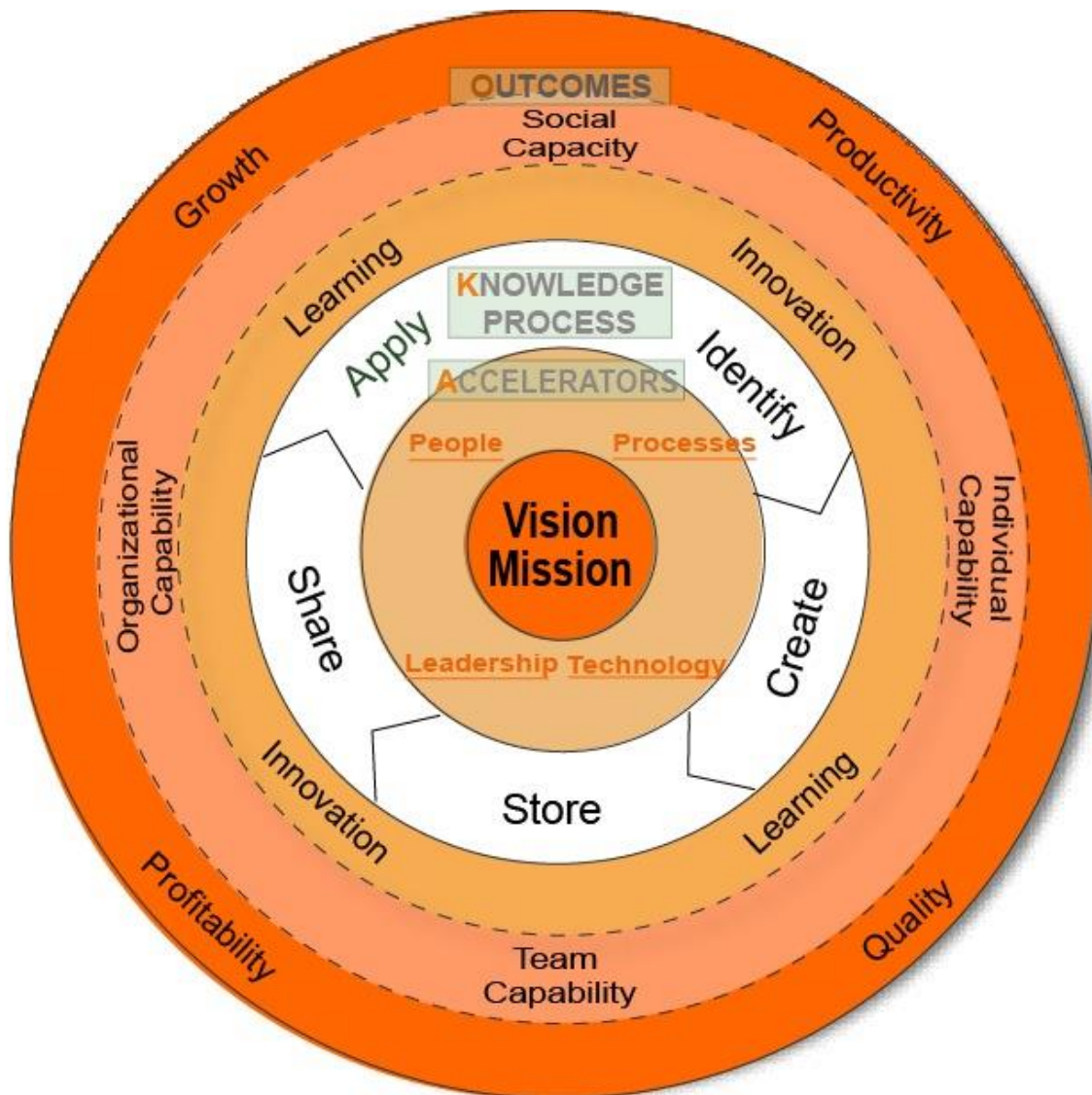
Module Objectives

- Understanding APO's KM definition

- Understanding the APO KM Framework

- Understanding the essential elements for successful implementation of KM

Module Outline

- **Background and Purpose of Framework**
- **APO's KM Definition**
- **APO KM Framework**
  - Major Elements of the Framework
    - Vision and Mission
    - Accelerators
    - Knowledge Process
    - Outcomes

Module Outline

- **Background and Purpose of Framework**
- APO's KM Definition
- APO KM Framework
    - Major Elements of the Framework
        - Vision and Mission
        - Accelerators
        - Knowledge Process
        - Outcomes

APO KM Framework – Background

- Commenced in September 2007

- Representation from China, India, Japan, Malaysia, Philippines, Singapore, Thailand, and Vietnam

- Developed a framework that is applicable to all APO member countries

- Considerations

  - Easily understood by APO member countries
  - Can be applied in any country and industry

APO KM Framework – Purpose

- To emphasize the importance of KM for organizational success

- To provide an easy-to-understand introduction to KM

- To highlight critical factors for the successful implementation of KM

- To assist SMEs of APO member countries in leveraging KM for their benefit

Module Outline

- **Background and Purpose of Framework**
- **APO's KM Definition**
- APO KM Framework
  - Major Elements of the Framework
    - Vision and Mission
    - Accelerators
    - Knowledge Process
    - Outcomes

APO's KM Definition

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APO's KM Definition

KM is an integrated approach for creating, sharing, and applying knowledge to enhance organizational productivity, profitability, and growth.

Module Outline

- **Background and Purpose of Framework**
- **APO's KM Definition**
- **APO KM Framework**
  - Major Elements of the Framework
    - Vision and Mission
    - Accelerators
    - Knowledge Process
    - Outcomes

APO KM Framework

APO KM Framework

- Starting point of the KM framework is the Vision and Mission of the organization

- KM meets the business objectives of the organization

- There are three levels in the framework:
  - Accelerators
  - Knowledge Process
  - Outcomes

Accelerators

- Accelerators help to propel and speed up the KM initiative in the organization

- Four accelerators can be identified:

  - Leadership
  - Technology
  - People
  - Processes
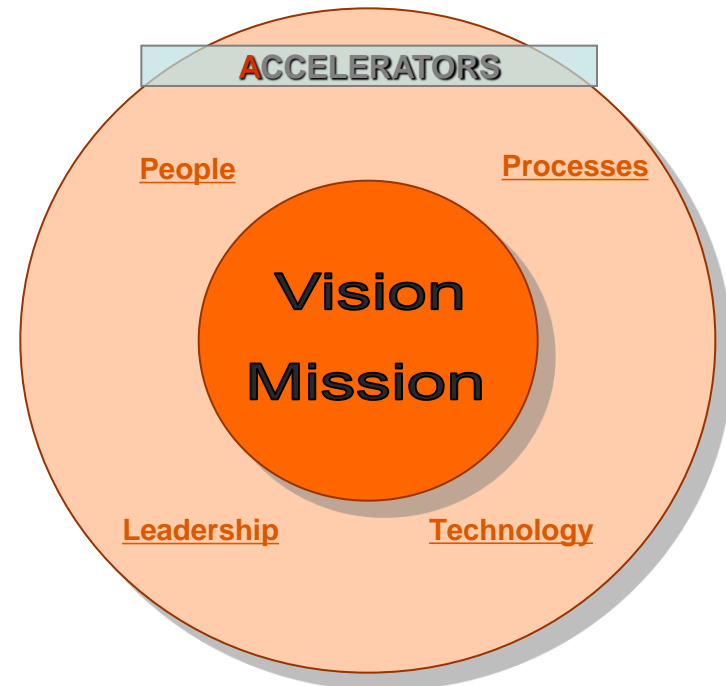
Accelerators – Leadership

- Drives the KM initiative in the organization

- Ensures alignment of KM strategies and projects with the mission and vision of the organization

- Provides support and resources for the implementation of KM projects

Accelerators – Technology

- Accelerates the knowledge process through effective tools and techniques

- Tools such as groupware and collaborative workspaces enable participation across time and distance

- Provides a platform for retention of organizational knowledge

Accelerators – People

- People are users as well as generators of knowledge

- They create and possess intellectual capital

- Trust is a prerequisite for knowledge sharing

Accelerators – Processes

- Social and technological steps that enhance the contribution of knowledge in the organization

- Systematic and effective processes can contribute to improving organizational productivity, profitability, quality, and growth

Knowledge Process

- Refers to knowledge development and conversion processes

- Five steps in the knowledge process:
  - Identify
  - Create
  - Store
  - Share
  - Apply

Knowledge Process Step – Identify

- Initial crucial step of the knowledge process

- Critical knowledge needed to build the core competencies of the organization is identified

- The knowledge gaps in the organization are identified in this step

Knowledge Process Step – Create

- Addresses knowledge gaps through knowledge conversion and generation of new knowledge

- Many ways to create new knowledge:

  - Individual level

  - Team level

  - Organizational level

Knowledge Process Step – Store

- Collection and preservation of organizational knowledge

- Various forms of storage

- Organized for easy retrieval

Knowledge Process Step – Share

- Regular and sustained exchange of knowledge

- Fosters continuous learning to achieve business goals

- Mutual trust and benefit help foster a culture of sharing

- Technology can be used to enhance sharing

Knowledge Process Step – Apply

- The use and reuse of knowledge in the organization

- Translates knowledge into action

- Knowledge only adds value when it is used to improve products and services
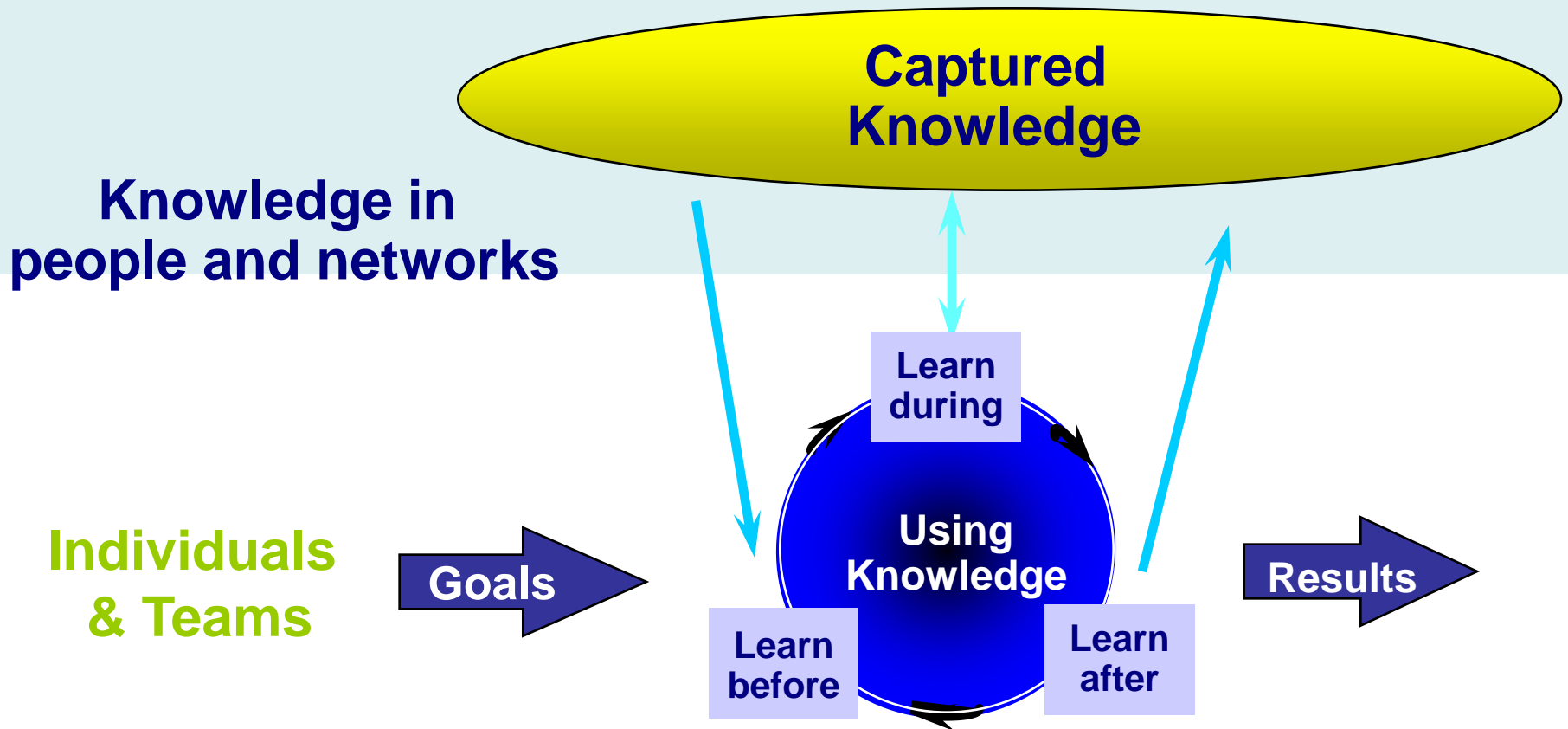
Exercise on Knowledge Process

Learning & Innovation

- Knowledge process enables learning and innovation at all levels and areas in the organization

- New products, services, processes, markets, technologies, and business models

- Build individual, team, and organizational capability leading to societal capacity
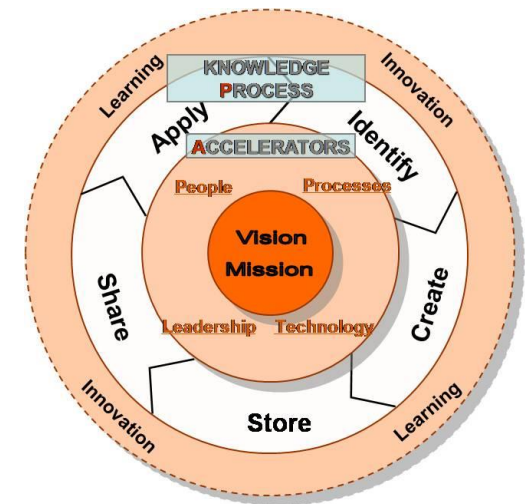
Outcomes

- Expected outcomes:
  - Individual capability
  - Team capability
  - Organizational capability
  - Societal capability

- Leading to:
  - Productivity
  - Quality products and services
  - Profitability
  - Growth
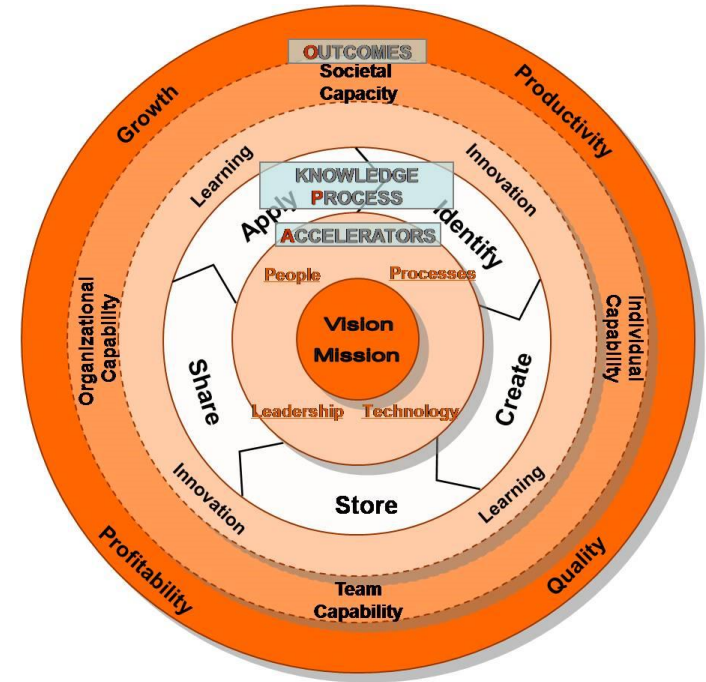
APO KM Framework
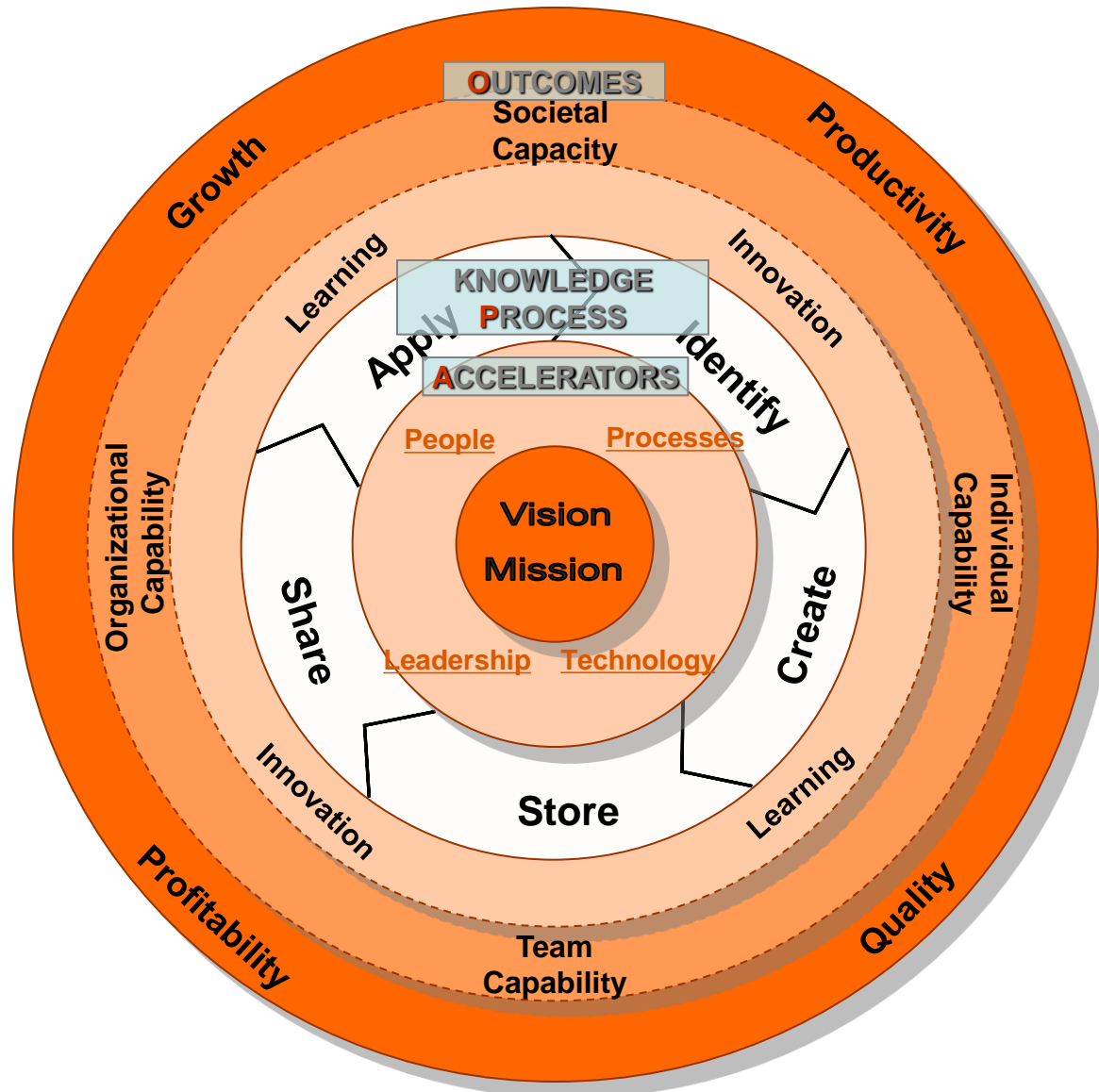
Module Summary

- The APO Framework provides an easy-to-understand introduction to KM

- Highlights the critical factors for the successful implementation of KM

- Individual learning is the foundation for capability development, but team and organizational learning through collaboration and knowledge sharing has a greater impact on organizational success

END OF MODULE 3

MODULE 4:

APO KM Implementation Approach

Modules

1. Why KM?

2. What is KM?

3. APO KM Framework

4. APO KM Implementation Approach

Module Objectives

- Develop competence in the application of the KM framework and approach
- Formulate an action plan for implementation

Module Outline

- Develop competence in the application of the KM framework and approach
  - Different approaches to implementation (top-down, bottom-up, micro, macro, individual, team, organization, and society)
  - APO KM Implementation Approach
    - Discover
    - Design
    - Develop
    - Deploy
- Formulate action plan for KM implementation
  - Prototype Action Plan

Module Outline

- Develop competence in the application of the KM framework and approach
  - Different approaches to implementation (top-down, bottom-up, micro, macro, individual, team, organization and society)
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    - Design
    - Develop
    - Deploy
- Formulate action plan for KM implementation
  - Prototype Action Plan

Top-Down KM Approach

TOP

MIDDLE

BOTTOM

- Technology-centered KM approach

- Started building IT infrastructure

- Gradually added more applications

- Built around technology by defining more knowledge manager roles

Examples:
Accenture, Buckman Laboratories, IBM

Thomas H. Davenport and Laurence Prusak, "How Organizations Manage What They Know;" Harvard Business School Press, Boston, Massachusetts; 1998

Bottom-Up KM Approach

TOP

MIDDLE
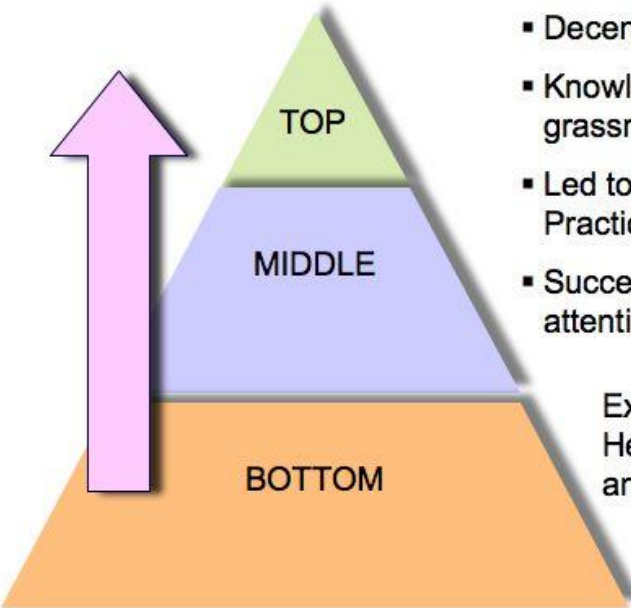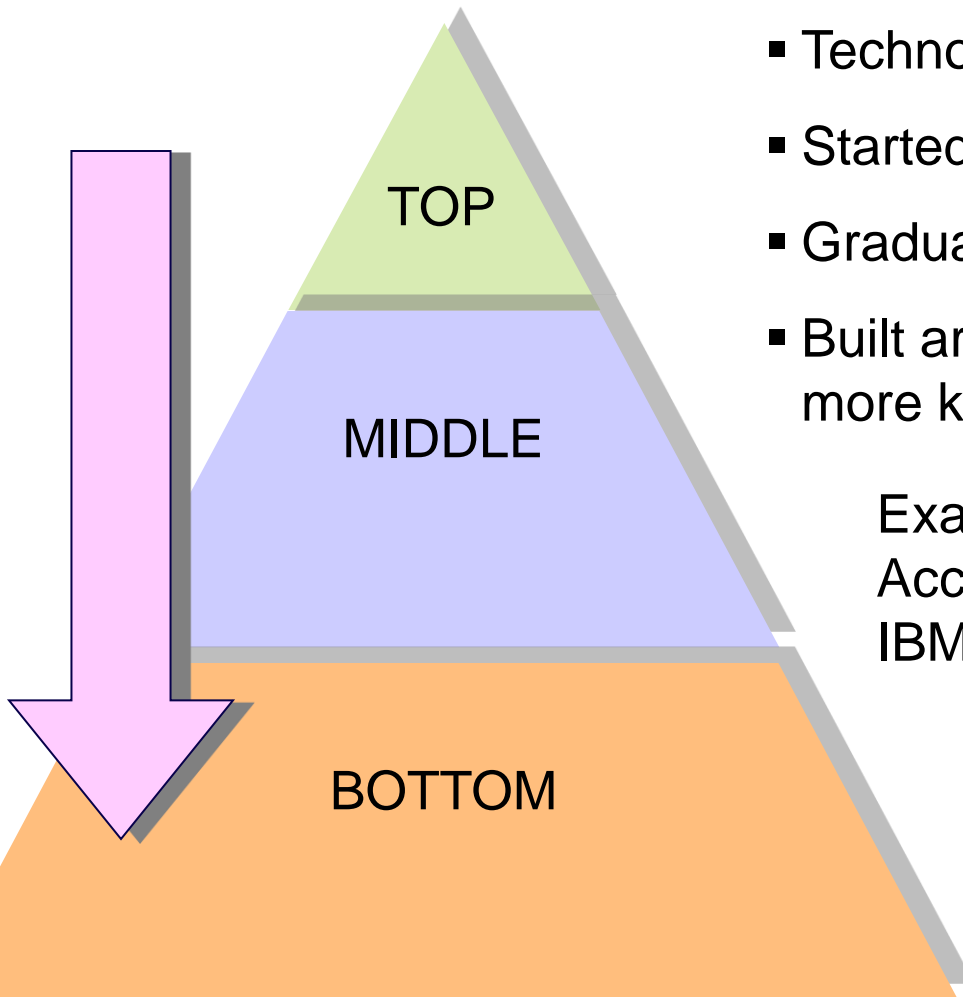
BOTTOM

- Decentralized KM approach

- Knowledge-sharing initiatives at grassroots level

- Led to development of Communities of Practice (CoPs)

- Success from initiatives got mgmt's attention and eventual support

Examples:
Hewlett Packard, British Petroleum, and Siemens AG
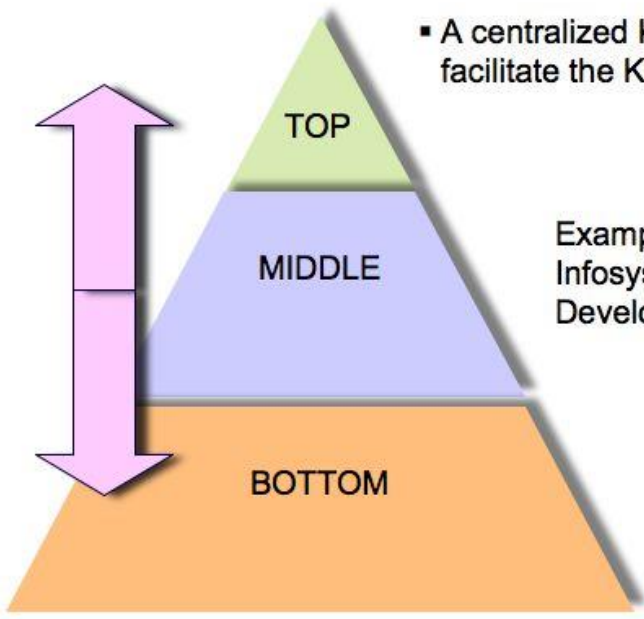
Melissie Clemmons Rumizen, Ph.D, "The Complete Idiot's Guide to Knowledge Management", John A. Woods, CWL Publishing Enterprises; 2002

Middle-Out KM Approach

TOP

MIDDLE

BOTTOM
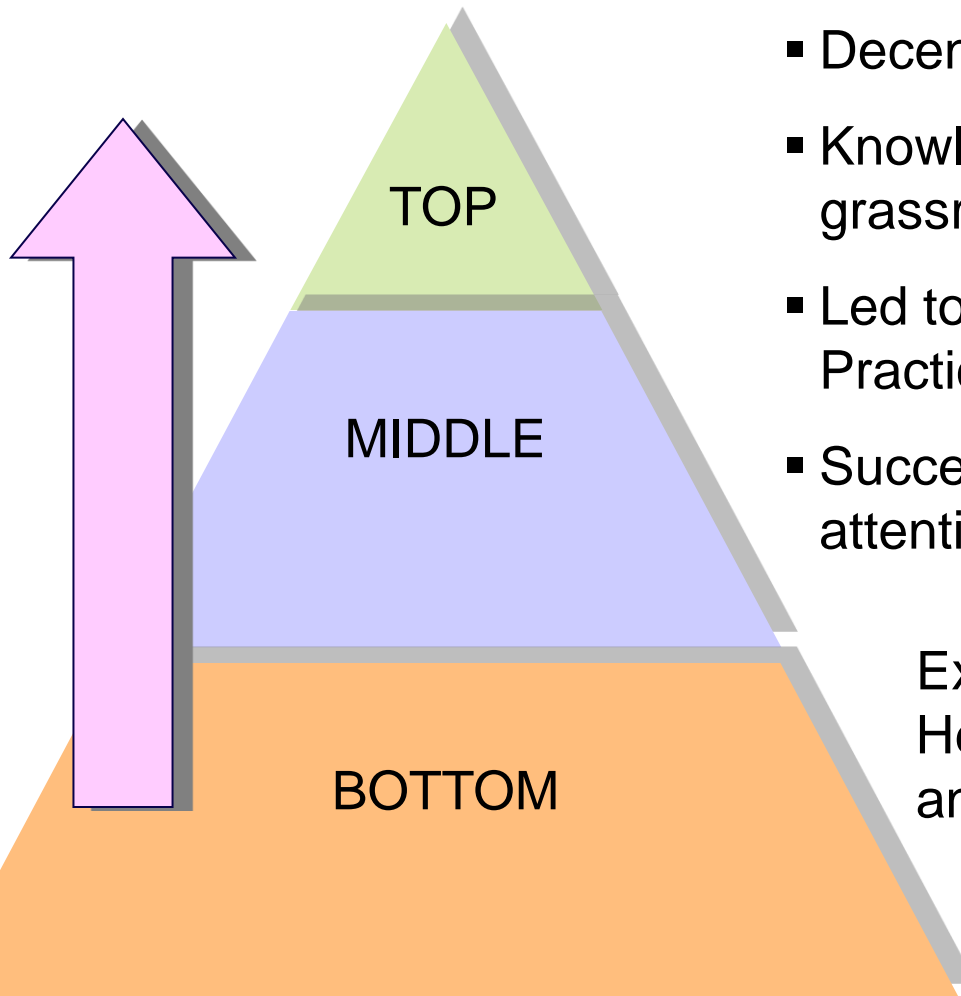
- A centralized KM group was created to facilitate the KM program
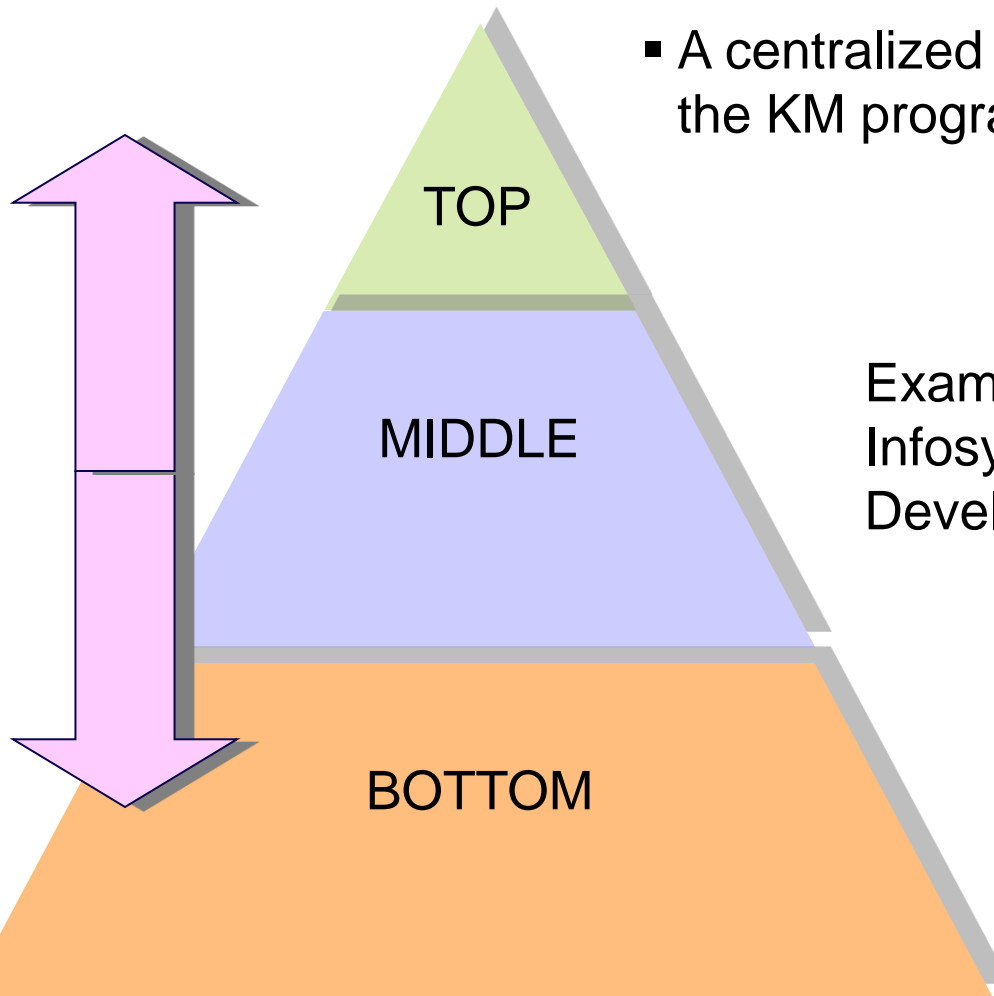
Examples:
Infosys Technologies, Ltd., Asian Development Bank

Murray E. Jennex, "Case Studies in Knowledge Management", Idea Group Publishing; 2005

KM brochure 2006 at ADB website
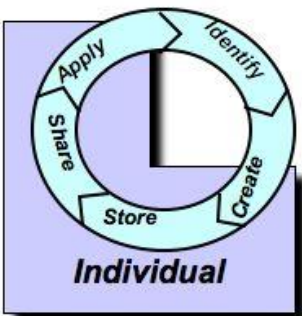
Individual KM

American Airlines – IdeAAs in Action

- Application of knowledge created from suggestions of employees

- Savings of $83 M in first 2.5 years from suggestion system

Individual
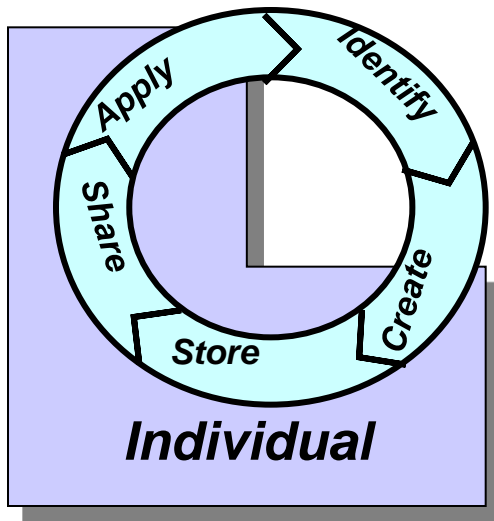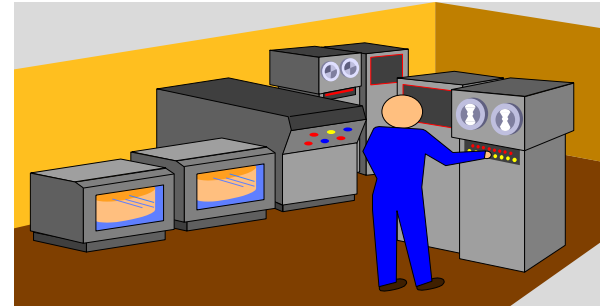
IBM Fellows Program

- Program for creative and productive engineers

- Incentives to encourage innovation were executive salaries, five years to work on whatever they want, with adequate resources

Suggestion Scheme; *Kaizen*

Kathleen Foley Curley and Barbara Kivowitz, "The Manager's Pocket Guide to Knowledge Management," HRD Press, Inc.; 2001

KM at the Team Level

Team
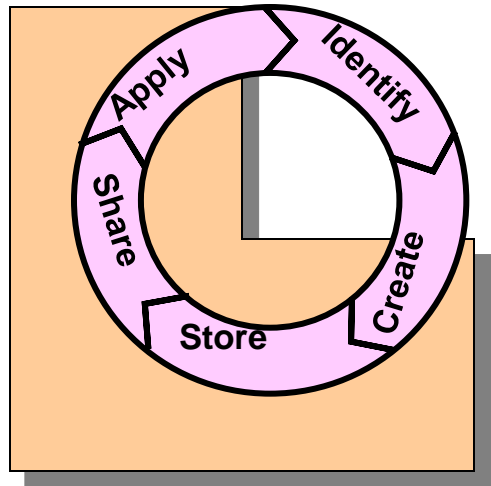
Xerox Corporation's "Project Eureka"

- Informal exchange of anecdotal accounts by repair representatives on problem-solving approaches that worked

- Xerox institutionalized sharing to further enhance skills of repair representatives

- Shared database of tips and practices accessed through intranet

5S and Quality Circles

European KM Forum IST Project No. 2000-26393; D3.1
Standardised KM Implementation Approach © 2001
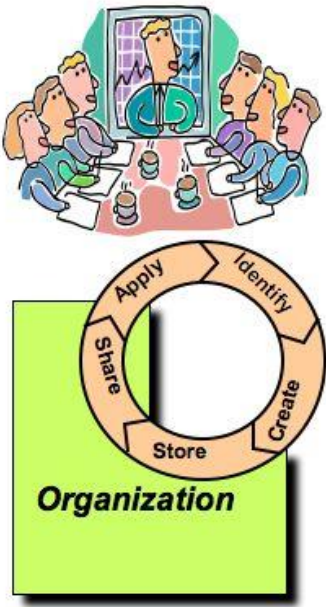
KM at the Organizational Level

Nokia's "Future Watch" Program

- Involved people from many different sectors of the organization, working globally in virtual spaces

- Focused on scanning the environment for emergent customer trends and technological advances that could keep Nokia product development ahead of the competitive curve

Kathleen Foley Curley and Barbara Kivowitz, "The Manager's Pocket Guide to Knowledge Management," HRD Press, Inc.; 2001

Organization
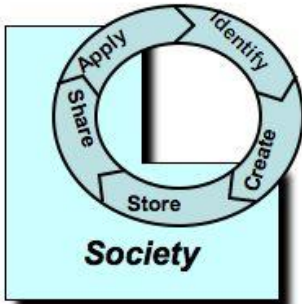
Apply · Identify · Create · Store · Share
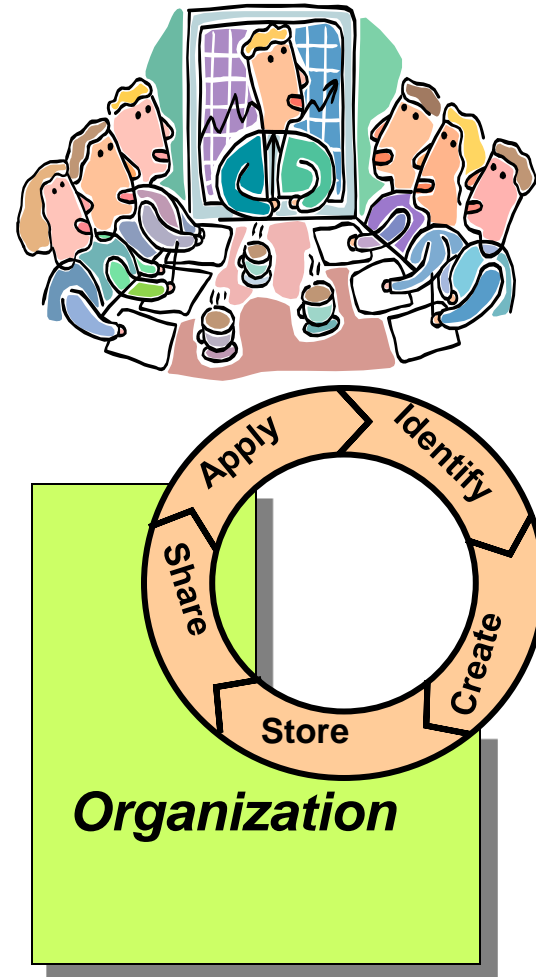
Inter-Organizational (Society) KM

Society
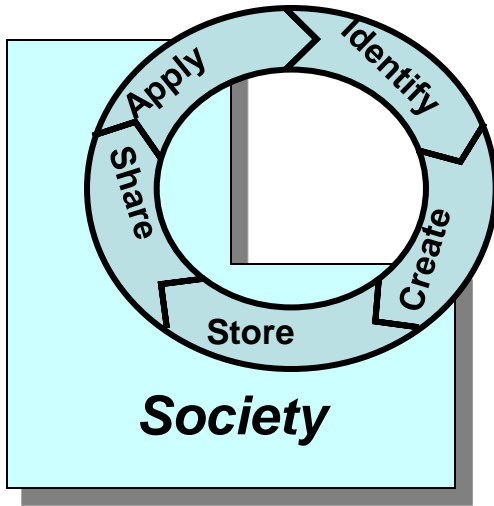
Communispace

- A web-based system of software and services

- Used by a 40-person community of innovation speciatists in the rail car industry to come together virtually

- In less than a week's time, they generated over 186 new ideas to create the rail car of the future

APO Best Practice Exchange Network; Sectoral Benchmarking Groups

Kathleen Foley Curley and Barbara Kivowitz, "The Manager's Pocket Guide to Knowledge Management", HRD Press, Inc.; 2001

Module Outline

- Develop competence in the application of the KM framework and approach
  - Different approaches to implementation (top-down, bottom-up, micro, macro, individual, team, organization and society)
  - APO KM Implementation Approach
    - Discover
    - Design
    - Develop
    - Deploy
- Formulate action plan for KM implementation
  - Prototype Action Plan

APO KM Implementation Approach
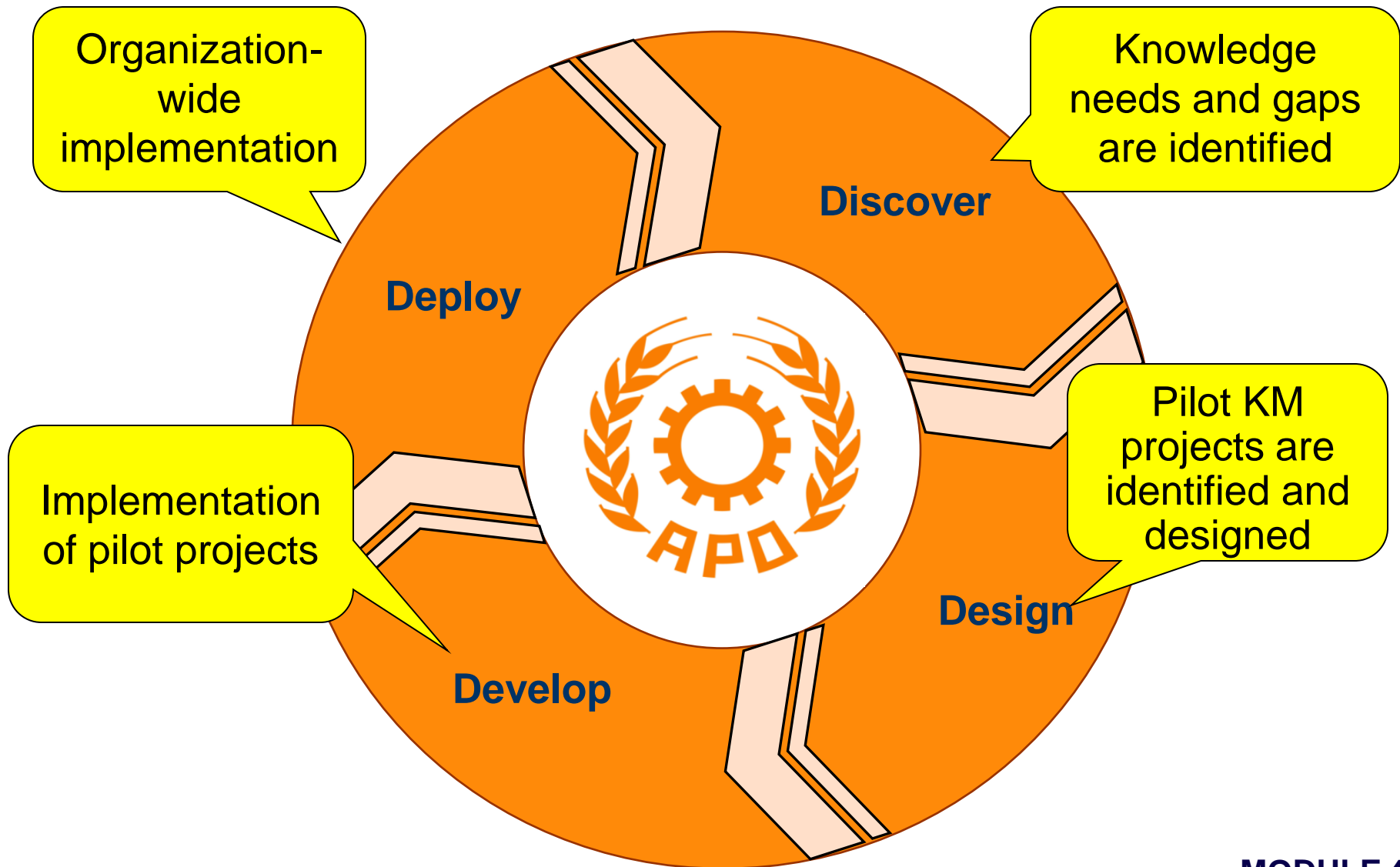
APO KM Implementation Approach

1. **Discover**
   - Find out where you are
   - Create the business case

2. **Design**
   - Develop KM strategy
   - Identify potential programs
   - Design processes
   - Formulate an implementation plan
     KSF: Aligning KM with organizational strategy

3. **Develop**
   - Formulate the pilot plan
   - Conduct AAR

4. **Deploy**
   - Implement organization-wide plan
   - Address KM resistance
   - Develop communication plan
   - Undertake on-going evaluation

MODULE 4

- Step 1.1: Find out where you are
  - ➢ Conduct an organizational assessment
    - – Identify competencies

- Step 1.2: Make the business case for KM

Discover

Deploy

Design

Develop

MODULE 4

APO KM Assessment Tool
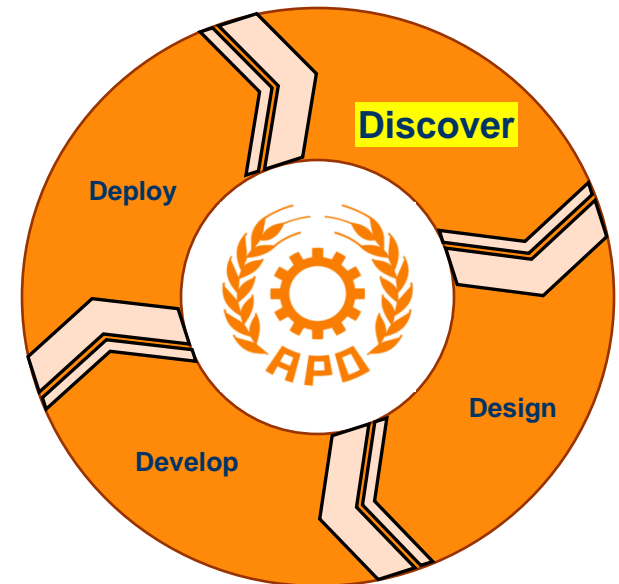
Survey questionnaire designed to help the company perform an initial and rapid self-appraisal of its readiness for KM

Objectives of KM Assessment Tool

- Determine if KM is already being practiced in the SME and to what degree it is being applied

- Determine if the SME has the right conditions for building and sustaining systematic KM processes

- Identify the SME's strengths and opportunities for improvement in managing knowledge

APO KM Framework
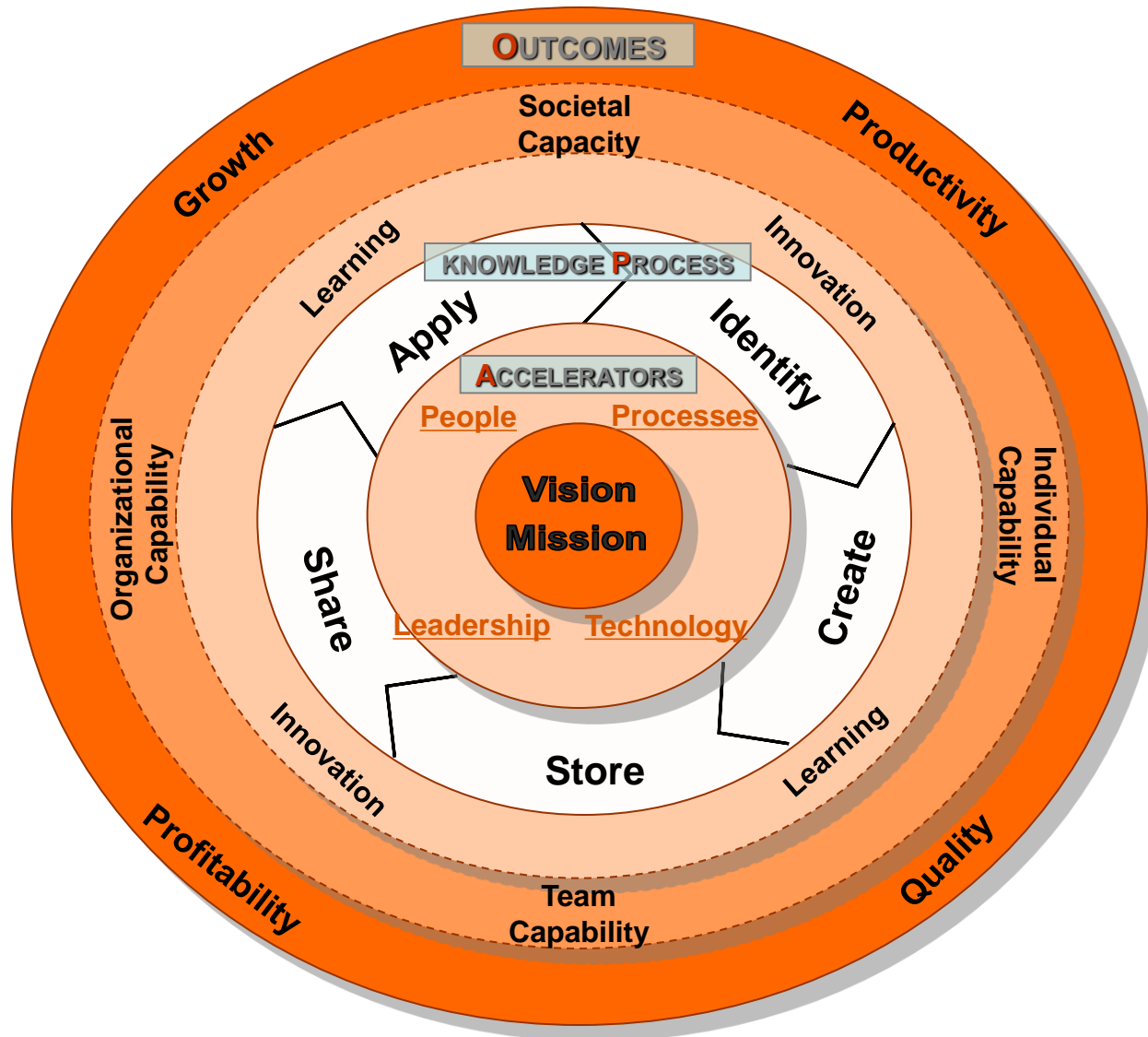
Audit Items and Rating System

- Total of 42 questions with 210 points as the perfect score
- Scale

Descriptors	Rating scale
Doing very good	5
Doing good	4
Doing adequately	3
Doing poorly	2
Doing very poorly or none at all	1

Read Case Study on Ethnic Vision
10 mins.

MODULE 4

Seven Audit Criteria Categories

Cat 1.0:   KM Leadership

Cat 2.0:   Processes

Cat 3.0:   People

Cat 4.0:   Technology

Cat 5.0:   Knowledge Processes

Cat 6.0:   Learning and Innovation

Cat 7.0:   KM Outcomes

Cat 1.0: KM Leadership

- Evaluates the organization's leadership capability to respond to the challenges of a knowledge-based economy and society by way of
    - putting the right KM policies and strategies in place; and,
    - guiding and sustaining the process of initiating/improving KM practices
- Knowledge Leadership
    - knowledge sharing and collaboration
    - succession planning, training of knowledge workers
    - review and improvement of organizational performance
- Knowledge Strategy
    - knowledge vision and strategy
    - KM policy
    - knowledge objectives
    - organizational arrangements
    - budget allocation
    - rewards and recognition

Cat 1.0: KM Leadership

1.	The organization has a shared Knowledge Vision and Strategy strongly linked to the organization's vision, mission, and goals.	
2.	Organizational arrangements have been undertaken to formalize KM initiatives (i.e., central coordinating unit for knowledge/information management, Chief Knowledge/Information Officer, ICT team, quality improvement teams/ Communities of practice, knowledge networks).	
3.	Financial resources are allocated for KM initiatives.	
4.	The organization has a policy for safeguarding knowledge (i.e., copyrights, patents, KM, and knowledge security policy).	
5.	Managers role-model the values of knowledge sharing and collaborative working. They spend more time disseminating information to their staff and facilitating the horizontal flow of information between their staff and with staff of other departments/divisions/units.	
6.	Management promotes, recognizes, and rewards performance improvement, organizational and employee learning, sharing of knowledge, and, knowledge creation and innovation.	
	SUBTOTAL CAT 1.0: KM LEADERSHIP	

MODULE 4

Individual Rating	→	Group Rating

Individual or Group Scoring Sheet

CAT	CATEGORY SCORES (ASSESSMENT RATING TOTALS) (1)		MAX PTS (2)
1.0	**KM LEADERSHIP SCORE** Questions 1 through 6		30
2.0	**PROCESSES SCORE** Questions 7 through 12		30
3.0	**PEOPLE SCORE** Questions 13 through 18		30
4.0	**TECHNOLOGY SCORE** Questions 19 through 24		30
5.0	**KNOWLEDGE PROCESSES SCORE** Questions 25 through 30		30
6.0	**LEARNING & INNOVATION SCORE** Questions 31 through 36		30
7.0	**KM OUTCOMES SCORE** Questions 37 through 42		30
	TOTAL SCORE		**210**

MODULE 4

Exercise

Individual Rating → Group Rating → Write down Strengths & OFIs

Group Significant Findings Matrix

KNOWLEDGE STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT MATRIX		
GROUP NO.	**MEMBERS**	
CATEGORY	**STRENGTHS**	**OPPORTUNITIES FOR IMPROVEMENT**
CAT 1.O **KM LEADERSHIP**		

Looks into how knowledge is used in managing, implementing, and improving the organization's key work processes

Cat 2.0: Processes

7.	The organization determines its core competencies (strategically important capabilities that provide a competitive advantage) and aligns it to their mission and strategic goals.	
8.	The organization designs its work systems and key processes to create value to customers and achieve performance excellence.	
9.	New technology, knowledge shared in the organization, flexibility, efficiency, and effectiveness are factored into the design of processes.	
10.	The organization has an organized system for managing crisis situations or unforeseen events that ensures uninterrupted operations, prevention, and recovery.	
11.	The organization implements and manages its key work processes to ensure that customer requirements are met and business results are sustained.	
12.	The organization continually evaluates and improves its work processes to achieve better performance, to reduce variations, to improve products and services, and to be updated with the latest in business trends, developments, and directions.	
	SUBTOTAL CAT 2.0: PROCESS	

Individual Rating → Group Rating → Write down Strengths & OFIs

Group Significant Findings Matrix

KNOWLEDGE STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT MATRIX		
GROUP NO.	**MEMBERS**	
CATEGORY	**STRENGTHS**	**OPPORTUNITIES FOR IMPROVEMENT**
CAT 1.0 KM LEADERSHIP		
CAT 2.O PROCESSES		

Cat 3.0: People

- Examines the organization's ability to create and sustain:
  - an organizational knowledge-driven culture
  - an organization-wide collaborative knowledge-sharing environment
  - a learning organization
  - KM initiatives where people are the key factor
- Development of knowledge workers
  - employee education, training and development
  - motivation and career development
- Knowledge sharing culture
  - knowledge networks
  - knowledge exchange

Cat 3.0: People

13.	The organization's education, training, and career development program build employee knowledge, skills, and capabilities, support achievement of overall objectives, and, contribute to high performance.	
14.	The organization has a systematic induction process for new staff that includes familiarity with KM and its benefits, the KM system, and tools.	
15.	The organization has formal mentoring, coaching, and tutoring processes.	
16.	The organization has a database of staff competencies.	
17.	Knowledge sharing and collaboration are actively encouraged and rewarded/corrected.	
18.	Employees are organized into small teams/groups (i.e., quality circles, work improvement teams, cross-functional teams, communities of practice) to respond to workplace problems/concerns.	
	SUBTOTAL CAT 3.0: PEOPLE	

Group Significant Findings Matrix

KNOWLEDGE STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT MATRIX		
GROUP NO.	**MEMBERS**	
CATEGORY	**STRENGTHS**	**OPPORTUNITIES FOR IMPROVEMENT**
CAT 1.0 KM LEADERSHIP		
CAT 2.0 PROCESSES		
CAT 3.O PEOPLE		

MODULE 4

Cat 4.0: Technology

- Reviews the organization's ability to:
  - develop and deliver knowledge-based solutions
  - create and sustain an organization-wide collaborative knowledge-sharing environment
- Quality of hardware and software systems
  - Internet, intranet, website, portal
  - accessibility, availability, reliability, user-friendly
- Content management
  - Data information and knowledge quality
    - Accuracy, integrity, reliability, timeliness, security, confidentiality

Cat 4.0: Technology

19.	Management has established an IT infrastructure (i.e., Internet, intranet, and website) and has developed capabilities to facilitate effective KM.	
20.	The IT infrastructure is aligned with the organization's KM strategy.	
21.	Everyone has access to a computer.	
22.	Everyone has access to the Internet/intranet and an email address.	
23.	Information delivered in the website/intranet is updated on a regular basis.	
24.	Intranet (or similar network) is used as a major source of organization-wide communication to support knowledge transfer or information sharing.	
	SUBTOTAL CAT 4.0: TECHNOLOGY	

Individual Rating → Group Rating → Write down Strengths & OFIs

Group Significant Findings Matrix

KNOWLEDGE STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT MATRIX		
GROUP NO.	**MEMBERS**	
CATEGORY	**STRENGTHS**	**OPPORTUNITIES FOR IMPROVEMENT**
CAT 1.0 KM LEADERSHIP		
CAT 2.0 PROCESSES		
CAT 3.0 PEOPLE		
CAT 4.O TECHNOLOGY		

Cat 5.0: Knowledge Processes

- **Appraises the organization's ability to:**
  - manage and maximize the value of organizational intellectual capital
  - develop and deliver knowledge-based programs and services
  - manage customer/stakeholder knowledge to create value and organizational intellectual capital

- **Identify, create, and store knowledge**
  - identification and documentation
  - inventory and flow
  - codification of tacit knowledge
  - benchmarking

- **Share and apply knowledge**
  - transfer of employee knowledge
  - transfer of relevant knowledge from and to clients, suppliers, partners, and other stakeholders
  - identification and sharing of best practices

Cat 5.0: Knowledge Processes

25.	The organization has systematic processes for identifying, creating, storing, sharing, and applying knowledge.	
26.	The organization maintains a knowledge inventory that identifies and locates knowledge assets or resources throughout the organization.	
27.	Knowledge accrued from completed tasks or projects are documented and shared.	
28.	Critical knowledge from employees leaving the organization is retained.	
29.	The organization shares best practices and lessons learned across the organization so that there is no constant re-inventing of the wheel and work duplications.	
30.	Benchmarking activities are conducted inside and outside the organization, the results of which are used to improve organizational performance and create new knowledge.	
SUBTOTAL CAT 5.0: KNOWEDGE PROCESSES		

Individual Rating → Group Rating → Write down Strengths & OFIs

Group Significant Findings Matrix

KNOWLEDGE STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT MATRIX		
GROUP NO.	**MEMBERS**	
CATEGORY	**STRENGTHS**	**OPPORTUNITIES FOR IMPROVEMENT**
CAT 1.0 **KM LEADERSHIP**		
CAT 2.0 **PROCESSES**		
CAT 3.0 **PEOPLE**		
CAT 4.0 **TECHNOLOGY**		
CAT 5.O **KNOWLEDGE PROCESSES**		

MODULE 4

Cat 6.0: Learning and Innovation

- Determines the organization's ability to encourage, support, and strengthen learning and innovation via systematic knowledge processes

- Inculcating values of learning and innovation
  - Management open to new tools and techniques
  - Management open to new ideas
  - Mistakes seen as learning opportunities
  - Cross-functional teams tackle cross-cutting issues and concerns
  - Incentives for knowledge sharing

Cat 6.0: Learning and Innovation

31.	The organization articulates and continually reinforces the values of learning and innovation.	
32.	The organization regards risk taking or committing mistakes as learning opportunities, so long as they are not performed repeatedly.	
33.	Cross-functional teams are organized to tackle problems/concerns that cut across the different units in the organization.	
34.	People feel empowered and that their ideas and contributions are generally valued by the organization.	
35.	Management is willing to try new tools and methods.	
36.	Individuals are given incentives to work together and share information.	
	SUBTOTAL CAT 6.0: LEARNING AND INNOVATION	

Individual Rating → Group Rating → Write down Strengths & OFIs

Group Significant Findings Matrix

KNOWLEDGE STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT MATRIX		
GROUP NO.	**MEMBERS**	
CATEGORY	**STRENGTHS**	**OPPORTUNITIES FOR IMPROVEMENT**
CAT 1.0 KM LEADERSHIP		
CAT 2.0 PROCESSES		
CAT 3.0 PEOPLE		
CAT 4.0 TECHNOLOGY		
CAT 5.0 KNOWLEDGE PROCESSES		
CAT 6.O LEARNING & INNOVATION		

Cat 7.0: KM Outcomes

- Measures the organization's ability to
    - enhance value to customers through new and improved products and services
    - increase productivity and effectiveness in the use of resources
    - improve bottom-line and sustain growth, as a result of learning and innovation

Cat 7.0: KM Outcomes

37.	The organization has a history (and maintains measures) of successfully implementing KM and other change initiatives.	
38.	Measures are in place for assessing the impact of knowledge contributions and initiatives.	
39.	The organization has achieved higher productivity through reduced cycle time, bigger cost savings, enhanced effectiveness, more efficient use of resources (including knowledge), improved decision-making, and increased speed of innovation.	
40.	The organization has increased its profitability as a result of productivity, quality, and customer satisfaction improvements.	
41.	The organization has improved the quality of its products and/or services as a result of applying knowledge to improve business processes or customer relationships.	
42.	The organization has sustained growth as a result of higher productivity, increased profitability, and better quality product and services.	
	SUBTOTAL CAT 7.0: KM OUTCOMES	

Individual Rating → Group Rating

Group Rating → Write down Strengths & OFIs

Group Significant Findings Matrix

KNOWLEDGE STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT MATRIX		
GROUP NO.	MEMBERS	
CATEGORY	STRENGTHS	OPPORTUNITIES FOR IMPROVEMENT
CAT 1.0 KM LEADERSHIP		
CAT 2.0 PROCESSES		
CAT 3.0 PEOPLE		
CAT 4.0 TECHNOLOGY		
CAT 5.0 KNOWLEDGE PROCESSES		
CAT 6.0 LEARNING & INNOVATION		
CAT 7.O KM OUTCOMES		

MODULE 4

Individual Rating → Group Rating

Group Rating → Write down Strengths & OFIs

Write down Strengths & OFIs → Post score in Summary Table

Summary Table of Group Scores

CATEGORY SCORES	1.0 30	2.0 30	3.0 30	4.0 30	5.0 30	6.0 30	7.0 30	TOTAL SCORE 210
GROUP 1								
GROUP 2								
GROUP 3								
GROUP 4								
Total Score								
Average Score (Total Score /4)								
Rank								

Exercise: Show Results on Radar Chart
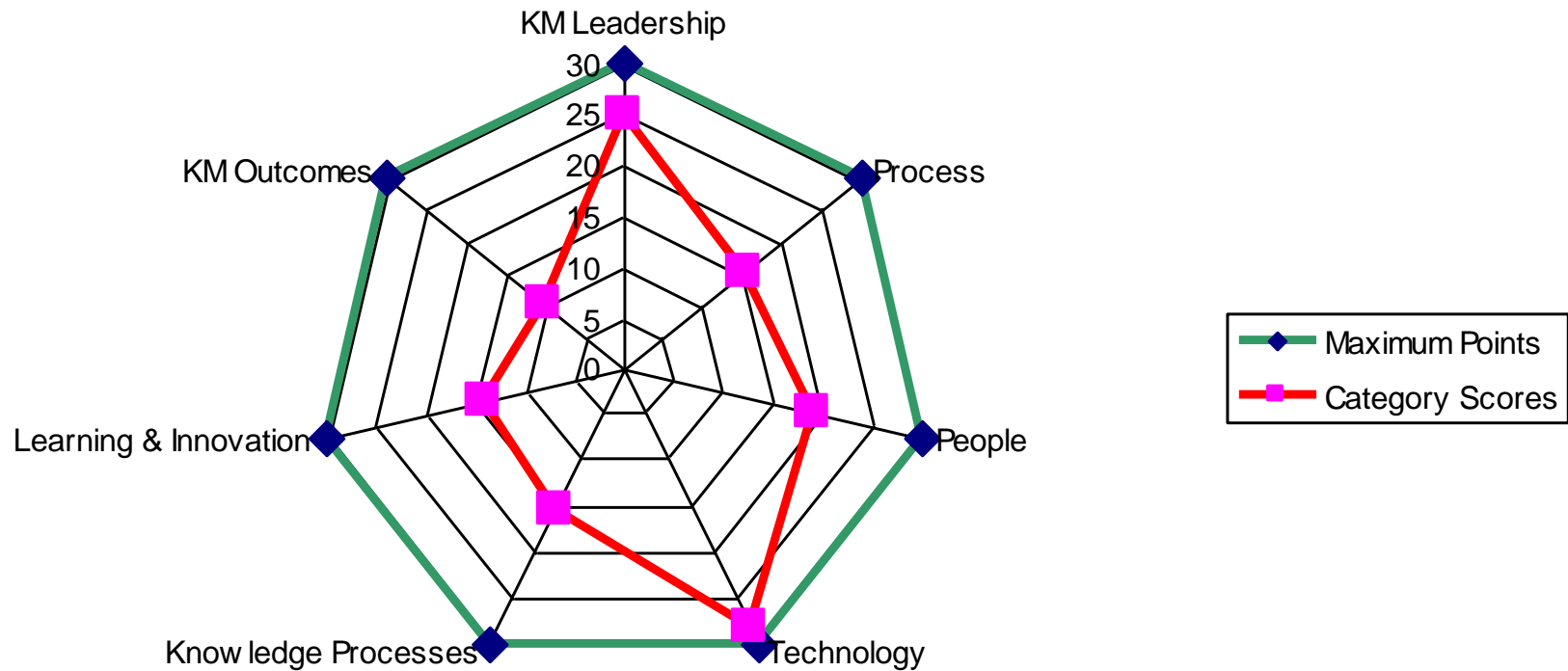
Exercise: Presentation of Outputs

- Group scores for each Criteria/ Category and Total
- Group Significant Findings: Strengths and OFIs (prioritized)
- Radar Chart

CATEGORY SCORES	1.0 30	2.0 30	3.0 30	4.0 30	5.0 30	6.0 30	7.0 30	TOTAL 210
GROUP 1								
GROUP 2								
GROUP 3								
GROUP 4								
Total Score								
Average Score (Total Score /4)								
Rank								

KNOWLEDGE STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT MATRIX		
CATEGORY	STRENGTHS	OPPORTUNITIES FOR IMPROVEMENT
CAT 1.0 KM LEADERSHIP		
CAT 2.0 PROCESS		
CAT 3.0 PEOPLE		
CAT 4.0 TECHNOLOGY		
CAT 5.0 KNOWL. PROC.		
CAT 6.0 LEARN. & INNOV.		
CAT 7.0 KM OUTCOMES		

Levels of KM Readiness

Maturity — 189-210 — **KM is mainstreamed in the institution**

Refinement — 147-188 — **KM implementation is continuously evaluated and improved**

Introduction (expansion) — 126-146 — **KM practices in some areas**

Initiation — 84-125 — **Beginning to recognize the need to manage knowledge**

Reaction — 42-83 — **Not aware of what KM is and its importance in enhancing productivity and competitiveness**

Note: The ranges are based on the assumption that there will still be a total of 42 questions (7 categories) in the questionnaire and there will be overlap of rating scales; e.g., formula: lower limit for maturity level = 4.5 x No. of Qs; higher limit = 5 x No. of Qs… and so on.

- Step 1.1: Find out where you are
  - ➢ Conduct an organizational assessment
    - – Identify competencies
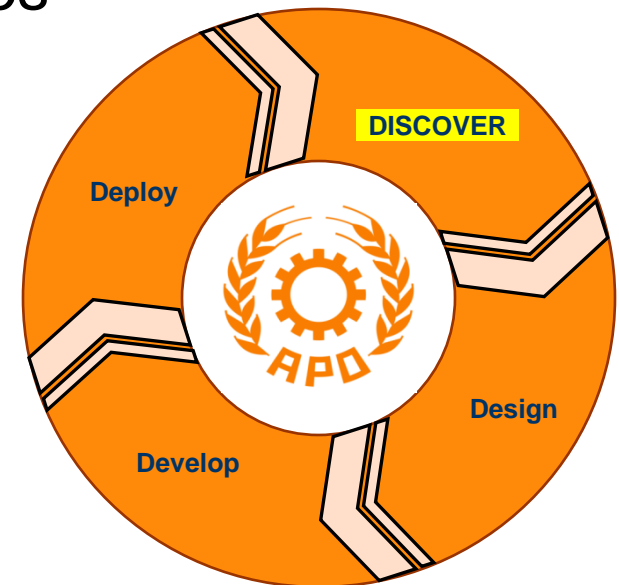
- Step 1.2: Make the business case for KM

The ABCs of a business case for Knowledge Management

A

Asset value
(How will value be measured? What is the risk?)

- *Market value*

  Market value of specific knowledge assets

- *Cost*

  Cost to train a new hire

- *Replacement Cost*

  Cost today to get back where you started

- *Liability Cost*

  Vulnerability to legal liability

Making the Business Case for KM

The ABCs of a business case for Knowledge Management

A

- *Information and knowledge benefits*

  Faster retrieval of vital information, getting access to expertise, accessing all the required information in one place, such as a portal

- *Intermediate benefits*

  Minimizing duplication, sharing knowledge across the organization, getting new hires up to speed faster

B Benefits potential
(What results could be achieved? What are the potential returns?)

C

- *Organizational benefits*

  Reducing costs, increasing productivity, innovation

- *Customer and stakeholder benefits*

  Better products and services, higher quality, better value

Source: David J. Skyrme; I³ Update/Entovation International News; No. 52; July-August 2001.

MODULE 4

Making the Business Case for KM

The ABCs of a business case for Knowledge Management

A

- *People*

  Impact of productivity increase to the bottom line

- *Facility costs*

  Sharing best practices in areas such as office design, health and safety, energy

B

- *e-business opportunities*

  Savings on transaction costs

- *Customers*

  Better customer knowledge can help you focus resources on the most profitable customers

C

Cost effectiveness
(What will it cost in time and money?)

Source: David J. Skyrme; I³ Update/Entovation International News; No. 52; July-August 2001.

KM Business Case Template

NAME OR TITLE OF BUSINESS CASE
Rationale (Triggers – business need; how is this linked to organizational strategy?)
Objectives (What are the expected business results?)
Description of the process or project (What are the scope and coverage; how is it going to be implemented?)
Knowledge management intervention (How will KM effectively address the business need?)
Critical success factors (What would contribute to the success of the project?)
Cost-benefit analysis (What is the cost of the required resources vs. savings derived from more efficient and effective processes?)

Example of a KM Business Case

	NAME OR TITLE OF BUSINESS CASE **Xerox Eureka Project**
Rationale	There was the need to: ▪ Capture and codify knowledge of service representatives who were informally sharing their experiences in servicing the machines, particularly on causes of breakdowns, and ▪ Make this accessible to the whole company in order to encourage creative solutions and strategies, and in the process ensure customer satisfaction
Objectives	(1) To find the most appropriate means to share the decodified knowledge by the whole firm; (2) To allow easy and fast access to that knowledge; and, (3) To motivate employees to facilitate sharing of knowledge and foster creativity and innovation

	NAME OR TITLE OF BUSINESS CASE **Xerox Eureka Project**
Description of the process or project	■ A group of anthropologists of the Xerox's Palo Alto Research Center was tasked to study the behavior of service representatives as they carried out their work ■ Results were shared by the researchers with other scientists through a website, called "Docushare" ■ The 25,000 reps were provided a portable computer to connect to the intranet from wherever they were around the world ■ To motivate people, instead of monetary incentives, representatives recommended recognition in personal prestige terms; the idea or experience, after validation by the selection committee, is named after the person

MODULE 4

	NAME OR TITLE OF BUSINESS CASE **Xerox Eureka Project**
KM interven-tion	The solution, called Eureka Project, was the creation of: ■ an electronic database in which they stored best practices, ideas, and solutions; and, ■ an intranet for representatives to make knowledge accessible to the whole company and facilitate information sharing
Critical success factors	■ Ability to recognize the need for a KM approach to solve their problems; and ■ Incentive system
Cost-benefit analysis	Eureka helped Xerox Corporation save about $10 million in component and machinery replacement

European KM Forum IST Project No. 2000-26393; D3.1 Standardised KM Implementation Approach © 2001

MODULE 4

Workshop on Making a Business Case

- Refer to the Case Study and the results of the assessment conducted in Stage 1 – Step 1.1
- Based on the analysis of the Strengths and Opportunities for Improvement, make a business case using the attached template
- You are given 20 mins. to complete the task

NAME OR TITLE OF BUSINESS CASE
Rationale (Triggers – business need; how is this linked to organizational strategy?)
Objectives (What are the expected business results?)
Description of the process or project (What is the scope/coverage? How is it going to be implemented? How long will it take to implement? What are the milestones? Who will be implementing this project?)
Knowledge management intervention (How will KM effectively address the business need?)
Critical success factors (What would contribute to the success of the project?)
Cost-benefit analysis (What is the cost of resources required vs. savings derived from more efficient and effective processes?)

MODULE 4

Module Outline

- Develop competence in the application of the framework and approach
  - Different approaches to implementation (top-down, bottom-up, micro, macro, individual, team, organization, and society)
  - APO KM Implementation Approach
    - Discover
    - Design
    - Develop
    - Deploy
- Formulate action plan for KM implementation
  - Prototype Action Plan

APO KM Implementation Approach

- Step 2.1: Develop a KM Strategy (action plan)
- Step 2.2: Identify potential programs (individual, team, intra-organization, and inter-organization)
- Step 2.3: Design processes in relation to programs
- Step 2.4: Formulate a KM implementation plan

Discover

Deploy

Design

Develop

MODULE 4

KM Strategy

A knowledge management strategy is simply a plan that describes how an organization will manage its knowledge better for the benefit of that organization and its stakeholders.

A good knowledge management strategy is closely aligned with the organization's overall strategy and objectives.

http://www.nelh.nhs.uk/knowledge_management/km2/strategy_toolkit.asp

KM Strategy

A plan of action that requires either aligning the business strategy to what the organization knows, or developing the knowledge and capabilities needed to support a desired business strategy, with an overall view to improving organizational performance

Shawn Callahan, "Crafting a Knowledge Strategy," Anecdote Pty Ltd

Developing a KM Strategy

- ✓ Review your organization's strategy and goals
- ✓ Determine strategic knowledge gaps
- ✓ Formulate your organization's KM Vision and KM Objectives
- ✓ State your KM strategy
- ✓ Define your strategy outcome measures
- ✓ Identify KM program/initiative/practice

Strategic Knowledge Gap Analysis
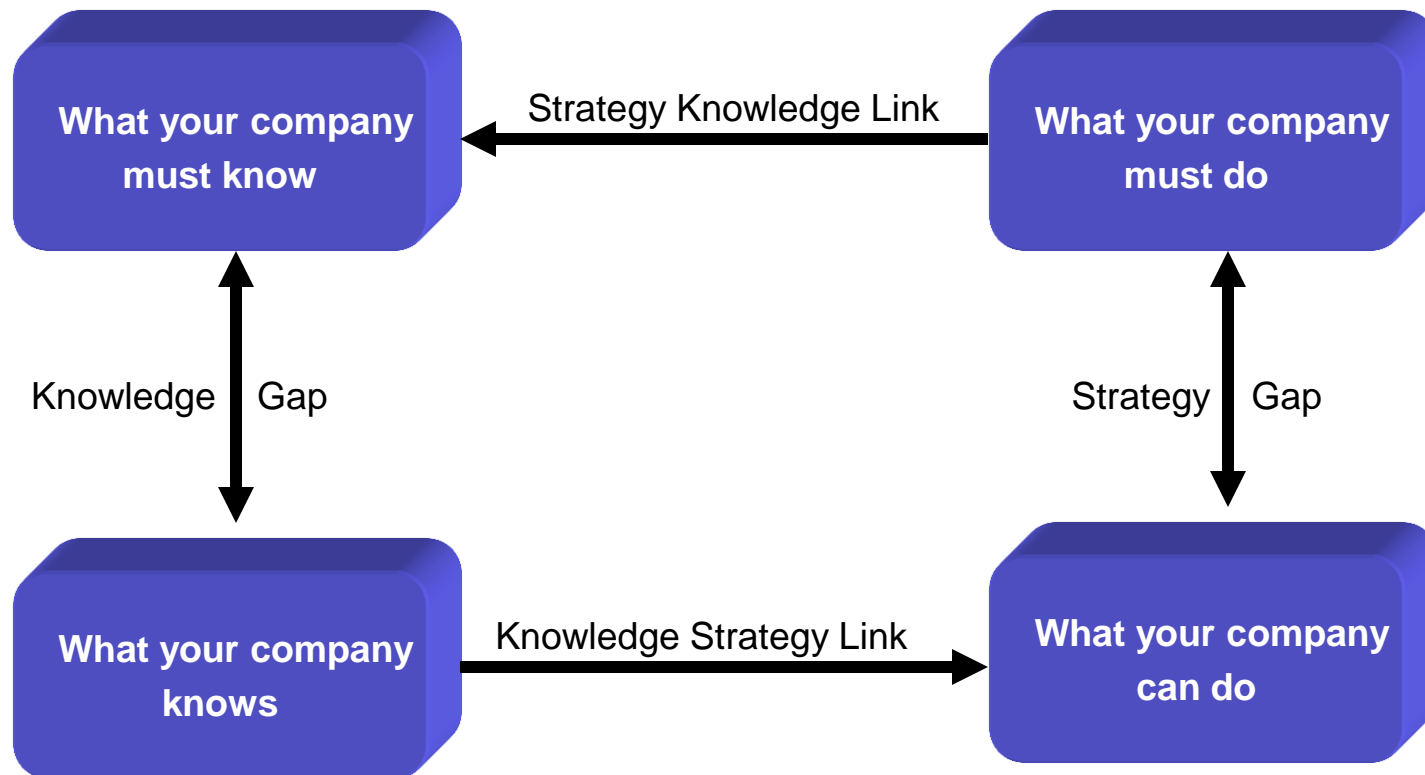
Michael Zack 1999, "Developing a Knowledge Strategy," California Management Review.

KM Vision

A look into the future at how the organization can be, or should be, in the context of knowledge

Examples
- Asia and the Pacific region will benefit from improved quality of ADB's knowledge products, improved learning, and innovation (Asian Development Bank)
- Global health equity through better knowledge management and sharing (WHO)

Examples of KM Objectives

Prevent loss of knowledge and expertise arising from employee turnover *(Regional Bell Operating Company)*	***Support process improvement*** **in technology services division by providing a medium for distribution of process knowledge and best practices** *(U.S. Long- Distance Carrier)*
Share all company information, leverage project experience, and manage the business *(Internet Professional Services Co.)*	**Mobilize the entire company knowledge base to *address customer issues* by creating a repository system to support the sales force and marketing** *(Manufacturer of Client/Server Technology)*
Balance the reuse of knowledge with innovation *(Hewlett-Packard Consulting)*	
Permanently reduce costs *(Chevron)*	

Sources: Habbel, Rolf, Gregor Harter and Melanie Stech (1999); Melissie Clemmons Rumizen (2002).

Examples of KM Strategy

Development of cross-functional and cross-product communities, knowledge sharing with suppliers, experimentation, and measurement

(Buckman Laboratories)

Codification, personalization, and knowledge diffusion

(Tata Steel)

Improving access to the world's health information, translating knowledge into policy and action, sharing and reapplying experiential knowledge, leveraging e-health in countries, and fostering an enabling environment

(World Health Organization (WHO))

KM Strategy and Program Template

KM STRATEGY & PROGRAM TEMPLATE	
GROUP NO.	**MEMBERS**
KEY STRATEGIC KNOWLEDGE GAP	
KM VISION	
KM OBJECTIVES	
KM STRATEGY	
STRATEGY OUTCOME MEASURES	
KM PROGRAM / INITIATIVES & PRACTICES	

MODULE 4

Example of KM Strategy

KM STRATEGY AND PROGRAM Eureka Project of Xerox Corporation	
GROUP NO.	**MEMBERS**
KEY STRATEGIC KNOWLEDGE GAP Tacit knowledge of service representatives on solutions for addressing breakdown of machines serviced is not captured and documented	
KM VISION Facilitating the fusion of knowledge	
KM OBJECTIVE To enable service representatives to effectively address customer issues in the servicing of machines	

European KM Forum IST Project No. 2000-26393; D3.1 Standardized KM Implementation Approach © 2001.

KM STRATEGY AND PROGRAM Eureka Project of Xerox Corporation	
GROUP NO.	**MEMBERS**
KM STRATEGY Systematically build on the knowledge shared and developed within the local communities of practices by service representatives (Personalization Strategy)	
STRATEGY OUTCOME MEASURES Percentage of new ideas/innovations/best practices generated Percentage of generated ideas/innovations/best practices applied or reused Savings derived from knowledge application	
KM PROGRAM / INITIATIVES & PRACTICES (to be accomplished later)	

European KM Forum IST Project No. 2000-26393; D3.1 Standardised KM Implementation Approach © 2001.

MODULE 4

Workshop on KM Strategy

- Refer to the SME Case Study, the results of the assessment conducted in Stage 1 – Step 1, and the business case that you prepared in Stage 1 – Step 2

- Based on the above, determine a key strategic-knowledge gap and craft the KM vision

- To close the gap, formulate the
  - KM objective
  - KM strategy
  - Strategy outcome measures
  using the attached template

- You are given 20 mins. to complete the task

KM STRATEGY & PROGRAM TEMPLATE	
GROUP NO.	**MEMBERS**
KEY STRATEGIC KNOWLEDGE GAP	
KM VISION	
KM OBJECTIVE	
KM STRATEGY	
STRATEGY OUTCOME MEASURES	
KM PROGRAM / INITIATIVE & PRACTICES (To be accomplished in the next workshop.)	

STAGE 2: DESIGN

- Step 2.1: Develop a KM Strategy (action plan)
- Step 2.2: Identify potential programs (individual, team, intra-organization, and inter-organization)
- Step 2.3: Design processes in relation to programs
- Step 2.4: Formulate a KM implementation plan

Discover

Deploy

Design

Develop
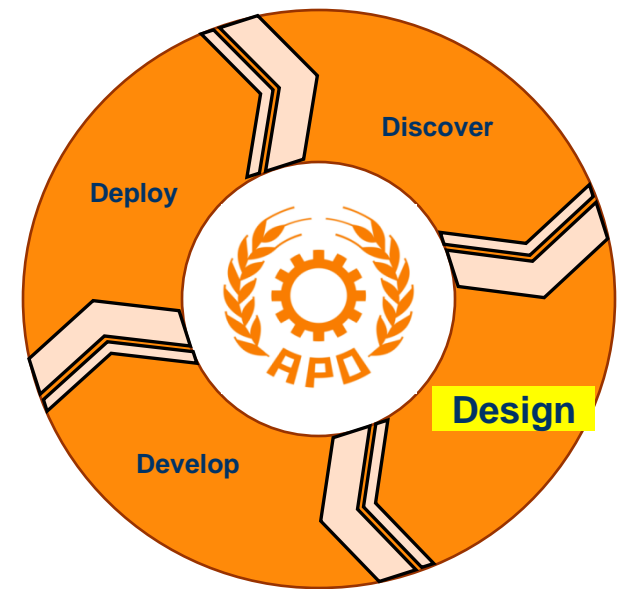
Potential KM Programs

Level	Focus	KM Program
Individual	Capability-building, knowledge mapping, knowledge harvesting	Formal Training, Mentoring, Coaching, Exit Interviews, Talk Rooms, Knowledge Repositories
Team	Knowledge sharing and collaboration	Communities of Practice, After Action Reviews
Intra-Org	Organizational learning, R&D	Internal Benchmarking, Expert Networks
Inter-Org	Network building, Innovation management	External Benchmarking, Networks of Practice

Criteria for Prioritizing Programs

- Impact on and importance to the business
- Demonstrable results from successful implementation
- Availability of a champion with resources
- Maximum opportunity for learning

Primer on Knowledge Management; Standards, Productivity and Innovation Board (SPRING Singapore); 2001.

Example Matrix Diagram for Prioritizing KM Programs

(1)	(2)	(3)	(4)	(5)	(6)	(7)
KM Program	Criteria for Prioritizing Programs				Total Points	Rank
	Impact on business 1-10	*Demonstrable results 1-10*	*Availability of resources 1-10*	*Maximum opportunity for learning 1-10*		

Example of KM Program

KM STRATEGY AND PROGRAM Eureka Project of Xerox Corporation	
GROUP NO.	**MEMBERS**

KM PROGRAM / INITIATIVES & PRACTICES

IT-Based Knowledge Capture and Delivery, Knowledge Sharing and Info Transfer, and General Business Focus

- *Knowledge Bases*: Create repository system for capturing ideas, solutions, best practices, and lessons learned from service representatives

- *Intranet / Web*: Connect representatives to networks where they can share their tacit knowledge

- *Collaboration Tools:* Provide representatives with access to knowledge they can use in solving servicing problems

European KM Forum IST Project No. 2000-26393; D3.1 Standardized KM Implementation Approach © 2001

Workshop on KM Programs

- Refer to the KM Strategy & Program Template that your group worked on earlier in the previous workshop.
- Identify the KM programs that would help you achieve your KM objectives.
- Prioritize using a set of criteria.
- You are given 20 mins. to complete the task.

KM Program	Criteria for Prioritizing Programs				Total Points	Rank
	Impact on business 1-10	Demonstrable results 1-10	Availability of resources 1-10	Maximum opportunity for learning 1-10		

- Step 2.1: Develop a KM Strategy (action plan)

- Step 2.2: Identify potential programs (individual, team, intra-organization, and inter-organization)

- Step 2.3: Design processes in relation to programs

- Step 2.4: Formulate a KM implementation plan

Discover

Deploy

Design

Develop

MODULE 4

Design Processes

- ✓ Develop a KM structure

- ✓ Develop KM methods and tools

- ✓ Build awareness through communication

KW – Knowledge Worker
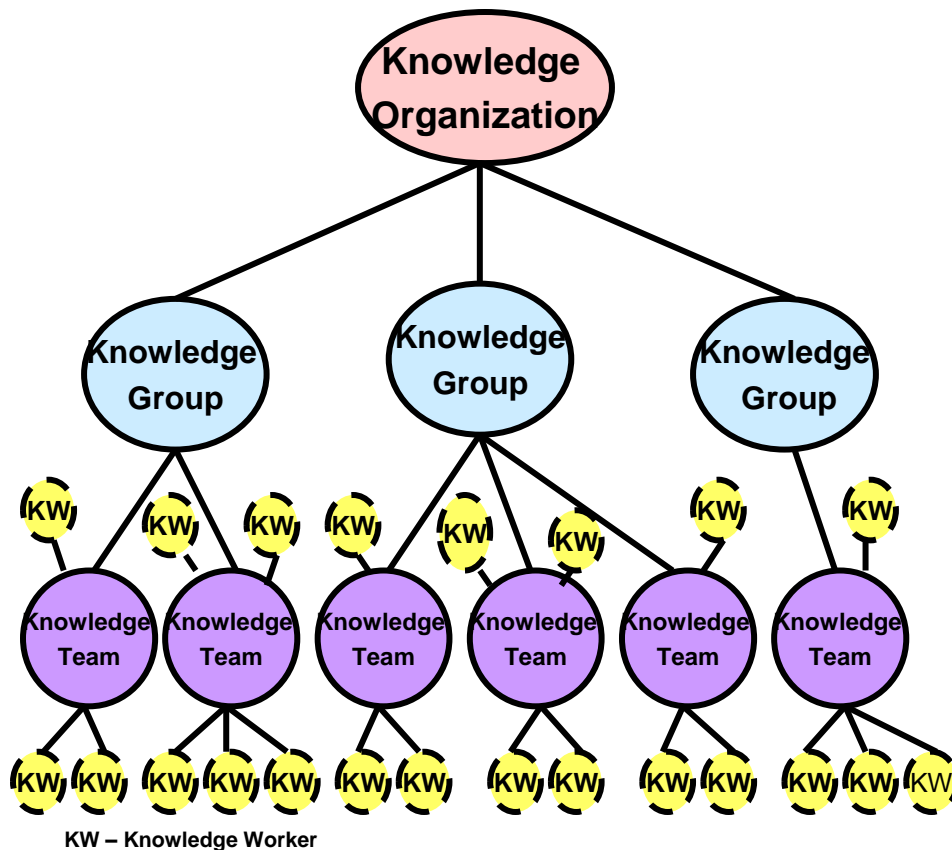
Elements of the knowledge organization hierarchy

Source: Kanagasabapathy, Radhakrishnan, Balasubramanian; Empirical Investigation of Critical Success Factors and Knowledge Management Structure for Successful Implementation of Knowledge Management System – A Case Study in Process Industry
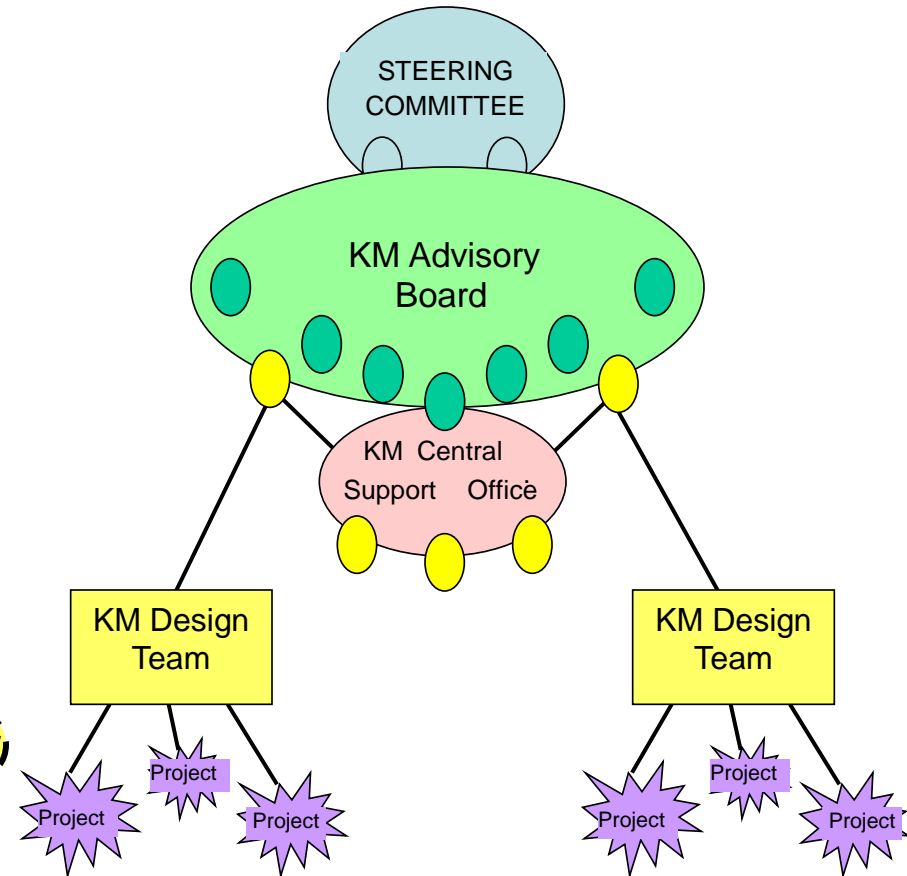
KM Governance Structures
John Crager, Senior Adviser
American Productivity & Quality Center
Houston, TX
June 24, 2004

MODULE 4

KM Structure

KM Methods and Tools

Knowledge process	Methods / Techniques	IT tools
Identify	Knowledge mapping Content development	Idea generating tools Mind mapping; Data mining
Create		
Store	Documentation Skills directory / Yellow Pages Knowledge bases	Knowledge portal & bases Directories Data warehouse Intranet, Web
Share	Cross-functional project teams, CoPs, Innovation circles, Mentor-mentee scheme, Knowledge forums, Secondment or job rotation, Experimentation	Collaboration tools, audio / video conferencing, meeting support software, intranet/ extranet, computer-aided training
Apply		

Primer on Knowledge Management, SPRING Singapore, 2001

Mechanisms for Building Awareness

- Check if everyone in the organization knows what KM is all about, its importance in the organization, and its benefits

- Create a compelling picture of what is possible

- Leverage on practices you already have that are related to KM

- Project top management's involvement in driving the KM effort throughout the organization

- Highlight success stories early in the journey, by way of anecdotes and business results, to sustain enthusiasm and wide participation

- Develop a communication plan

- Step 2.1: Develop a KM Strategy (action plan)
- Step 2.2: Identify potential programs (individual, team, intra-organization, and inter-organization)
- Step 2.3: Design processes in relation to programs
- Step 2.4: Formulate a KM implementation plan

Discover

Deploy

Design

Develop
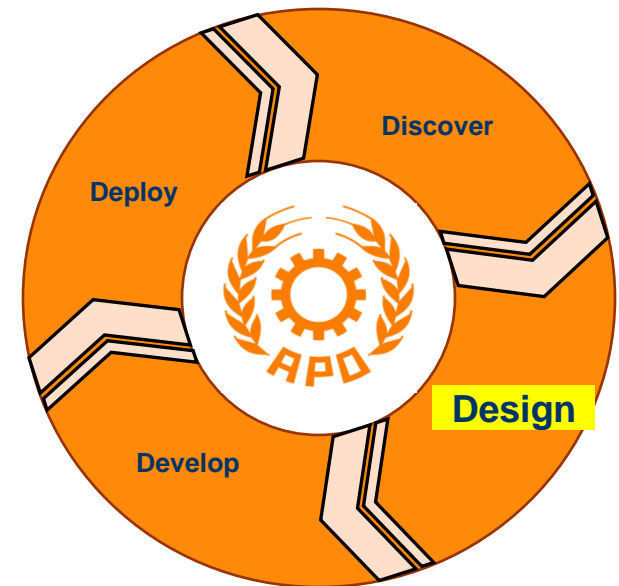
KM Implementation Plan Template

KM Implementation Plan					
KM Program					
Activities	Outputs	Timeline		Persons responsible	Resources required
		Start	End		

Workshop on KM Implementation Plan

- Refer to the completed KM Strategy & Program Template, including the template for prioritizing KM programs that your group completed in the previous workshops

- Provide a broad roadmap for implementation of the KM program from the SME case study using the template provided

- You are given 20 mins. to complete the task

KM Implementation Plan					
KM Program:					
Activities	Outputs	Timeline		Persons Responsible	Resources required
		Start	End		

Module Outline

- **Develop competence in the application of the framework and approach**
  - Different approaches to implementation (top-down, bottom-up, micro, macro, individual, team, organization, and society)
  - APO KM Implementation Approach
    - Discover
    - Design
    - Develop
    - Deploy
- **Formulate an action plan for KM implementation**
  - Prototype Action Plan

APO KM Implementation Approach

Organization-wide implementation

Implementation of pilot projects

Knowledge needs and gaps are identified

Pilot KM projects are identified and designed

Deploy

Discover

Develop

Design

STAGE 3: DEVELOP – Objectives

- To understand activities to be undertaken in the develop stage of the APO KM Implementation Approach

- To lay out the details for a pilot test of a KM plan component;

- To learn how to conduct an After Activity Review; and

- To identify how lessons learned can be used to formulate refinement of the KM Plan

What is a Pilot Test?

A pilot is having a group of end-users try the system prior to its full deployment.

Objectives of a Pilot Test

- To test efficiency and effectiveness of the process

- To generate data for improvement

- To convince people on the "goodness" of the change or innovation

- To manage risk

Pilot Testing Process

Choose component

Train pilot staff

Implement & monitor

Define metrics

Develop marketing materials

Use results

Establish protocol

Install system
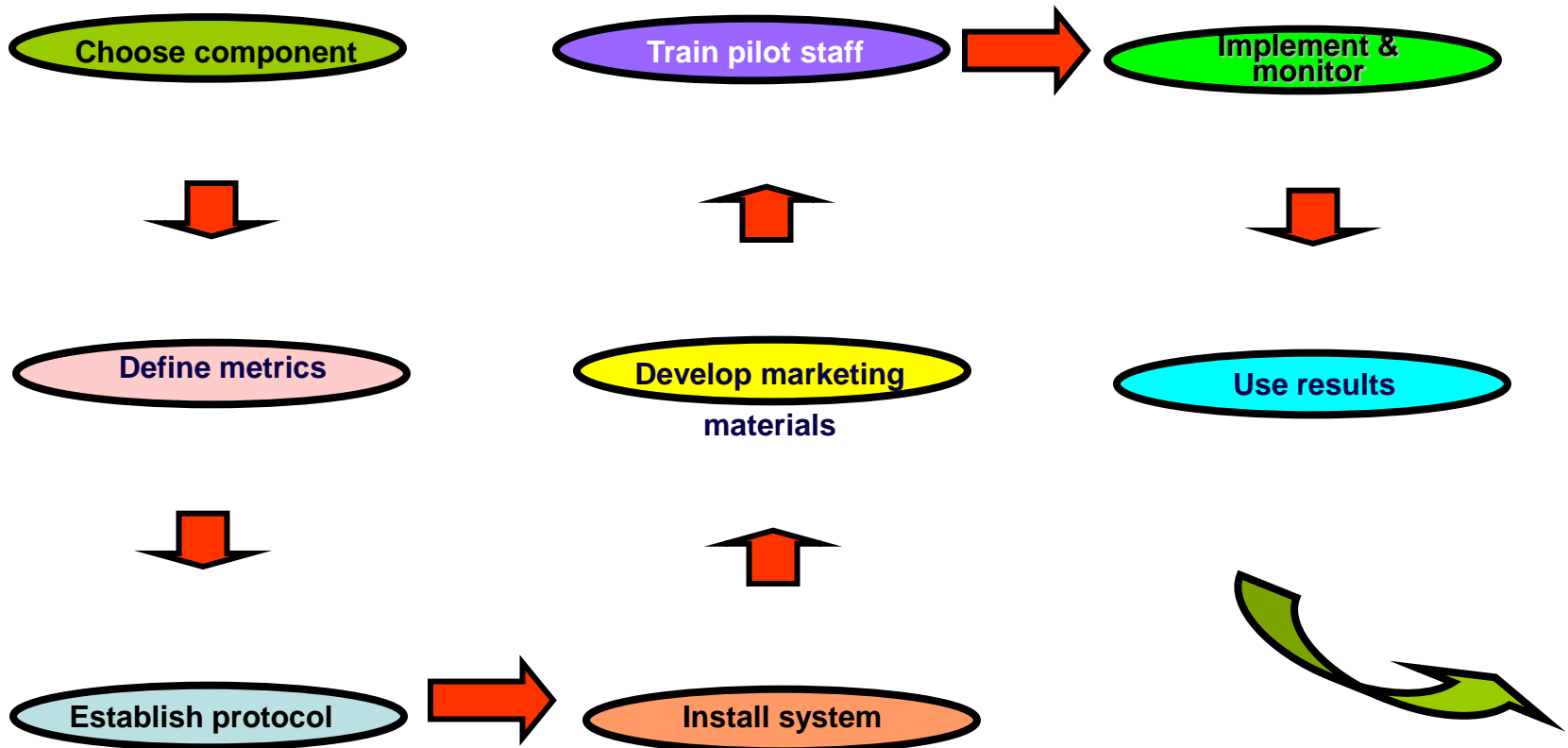
Pilot Testing Process: Criteria

1. Ease of implementation

2. Resource requirement

3. Strategic results to the SME

4. Obvious benefits to the employees

5. Prerequisite to other KM Program components

Pilot Testing Process: Define Metrics

1. Efficiency and effectiveness of the system

2. Gaps (if any) in the protocol have been identified

3. Sustained cooperation of pilot testing staff

4. Usefulness of data generated

5. Usefulness of feedback generated

6. Others?

Pilot Testing Process: Establish Protocol

Some considerations:

1. Clear and shared objectives

2. Clear process

3. Defined roles and accountabilities

4. Clear outputs

5. Defined pilot test duration

Pilot Testing Process: Install System

Points to consider in installing the pilot test system:

1. Are needed resources available?

2. What competencies do you need to develop on the pilot test staff?

3. Is there explicit support from top and middle managers concerned?

4. Has the pilot test been communicated to all stakeholders?

5. Has the support system been detailed and set in place?

Primary factors influencing the development of information materials

Purpose
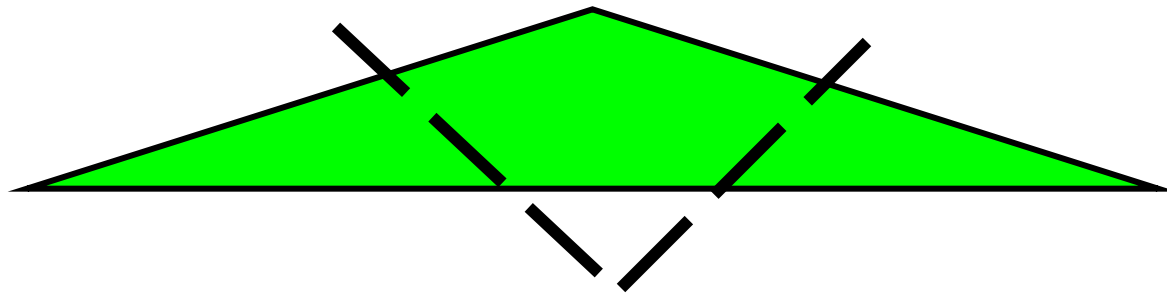
Target

Resources

Pilot Testing Process: Develop Communication Materials

- ▪ Audience
  - ➢ Who do you update?
  - ➢ To whom do you report?
- ▪ Why?
- ▪ Content?
- ▪ Medium/media?
- ▪ At what point?
- ▪ How do you generate feedback?

Group dynamics

WILLING to do

Able to DO

Task dynamics

Understand

Know
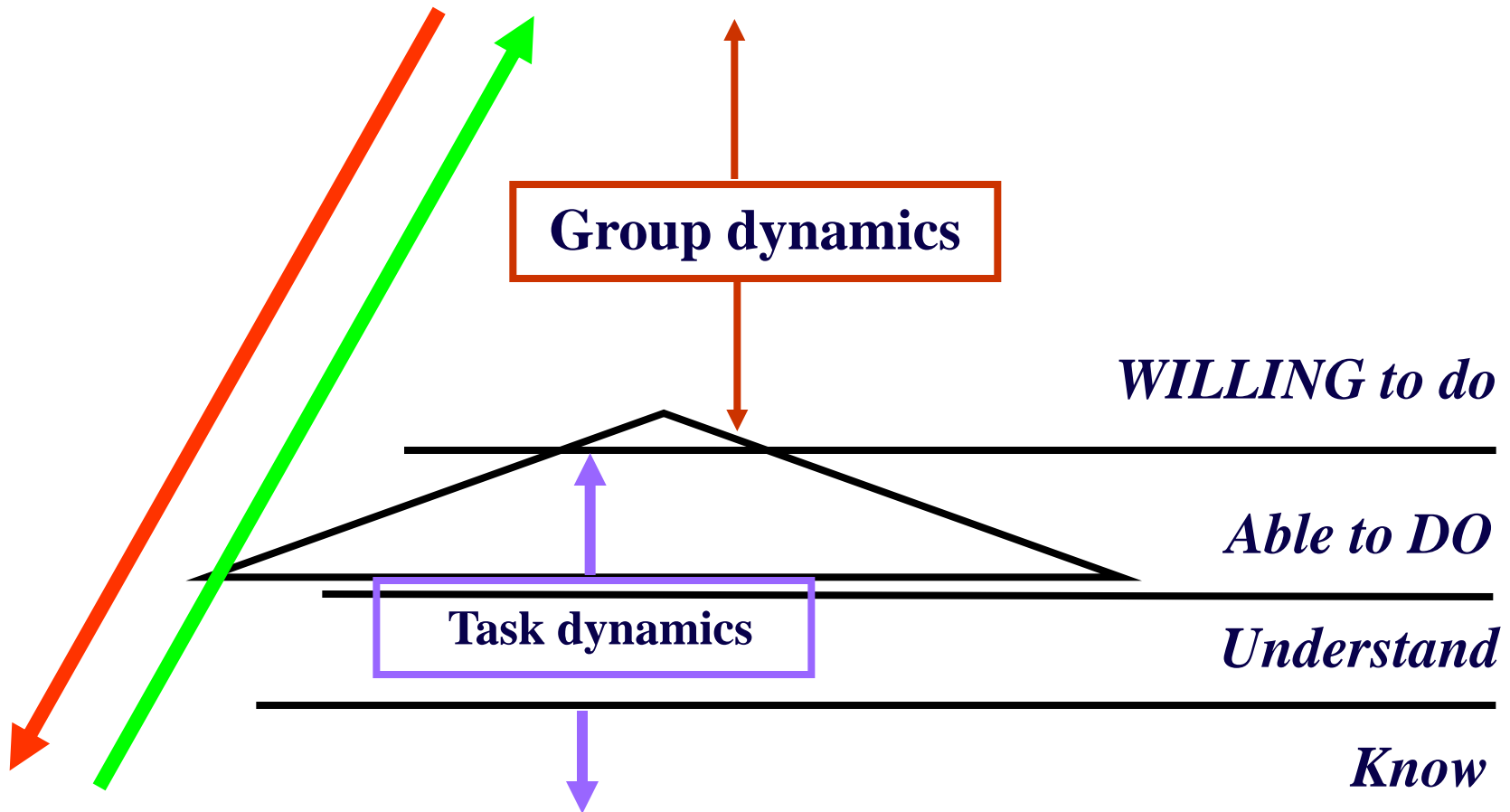
Template for Pilot Test Staff Training

Competencies	For whom?	How?	By when?

Focus of attention during implementation and monitoring:

1. What is working well?

2. What is not working well?

3. Outputs

4. Resources including time (schedule)

5. People

Workshop: Formulating the Pilot Work Plan – Template

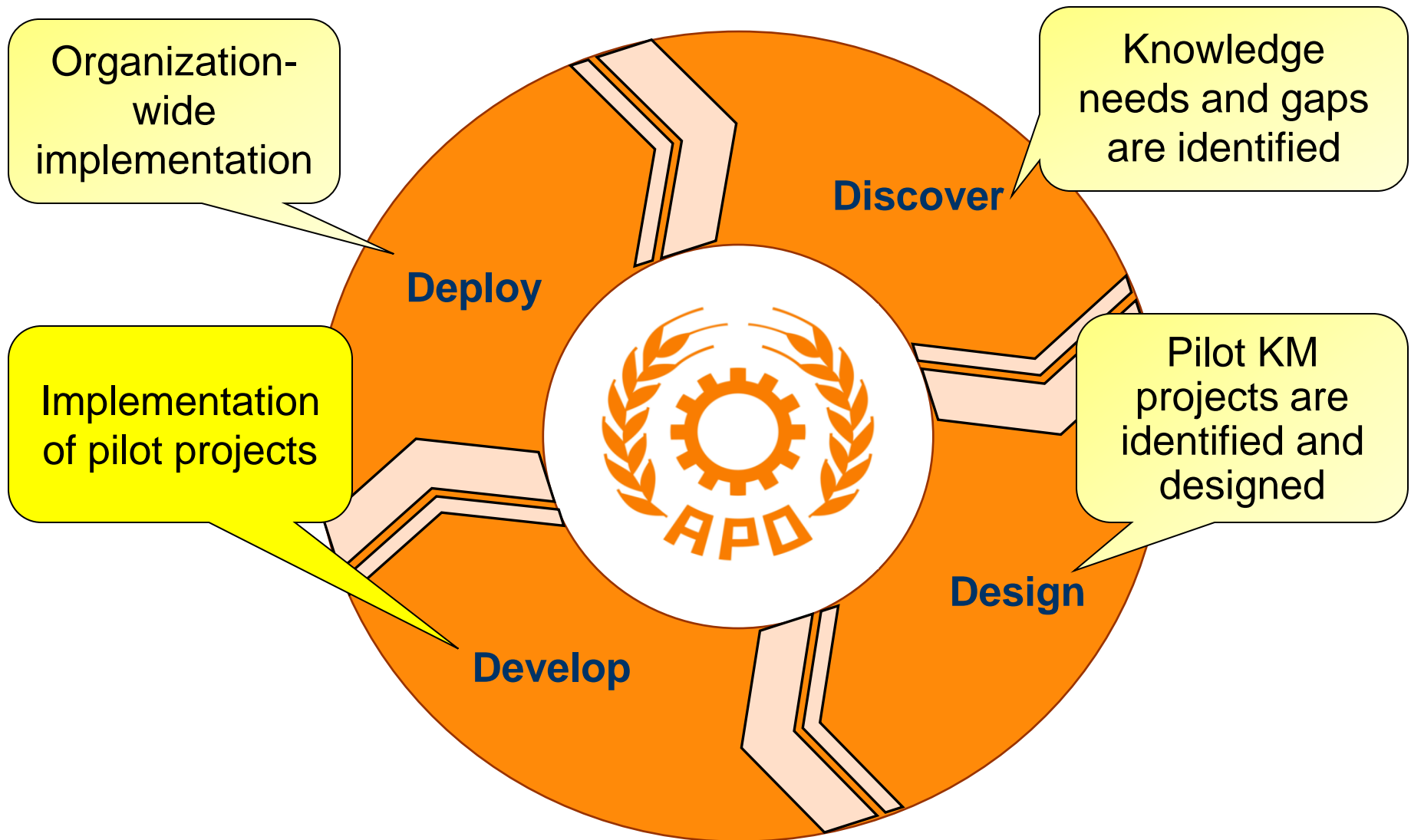| Date	Activity	Expected Result	Lead Person and Others Involved	Resources Needed

Workshop: Formulating the Pilot Work Plan – Instructions

1. Decide among yourselves which component of your KM Plan you will pilot.

2. Using the Pilot Work Plan Template, discuss the details of your pilot including how you will communicate your pilot and how you will train the staff. You have 30 minutes to do this.

3. You will be presenting your output for comments after 30 minutes. The presentation should not be more than 5 minutes per group.

Pilot Testing Process: Success Factors

- Adequate training for participants

- Planned system for pilot test

- Accurate documentation of process

- A mechanism for feedback (web site, e-mail, listening posts)

- Measurable success indicators

After Activity Review

Suggested discussion questions:

❖ What went well?

❖ What did not go well?

❖ What were helpful factors? Not helpful?

❖ In light of this learning,

- What will you STOP doing?

- What will you START doing?

- What will you CONTINUE doing?

Pilot Testing Process: Use Results

How do you use the results?

1. To identify what works and does not work

2. To enhance original plans

3. To market the system

4. As an organizational learning tool

Remember:

"The devil is in the details!"

Module Outline

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    - Discover
    - Design
    - Develop
    - Deploy
- Formulate action plan for KM
- implementation
  - Prototype Action Plan

Deploy

Discover

Design

Develop

APO KM Implementation Approach

Organization-wide implementation

Knowledge needs and gaps are identified

Discover

Deploy

Implementation of pilot projects

Pilot KM projects identified and designed

Design
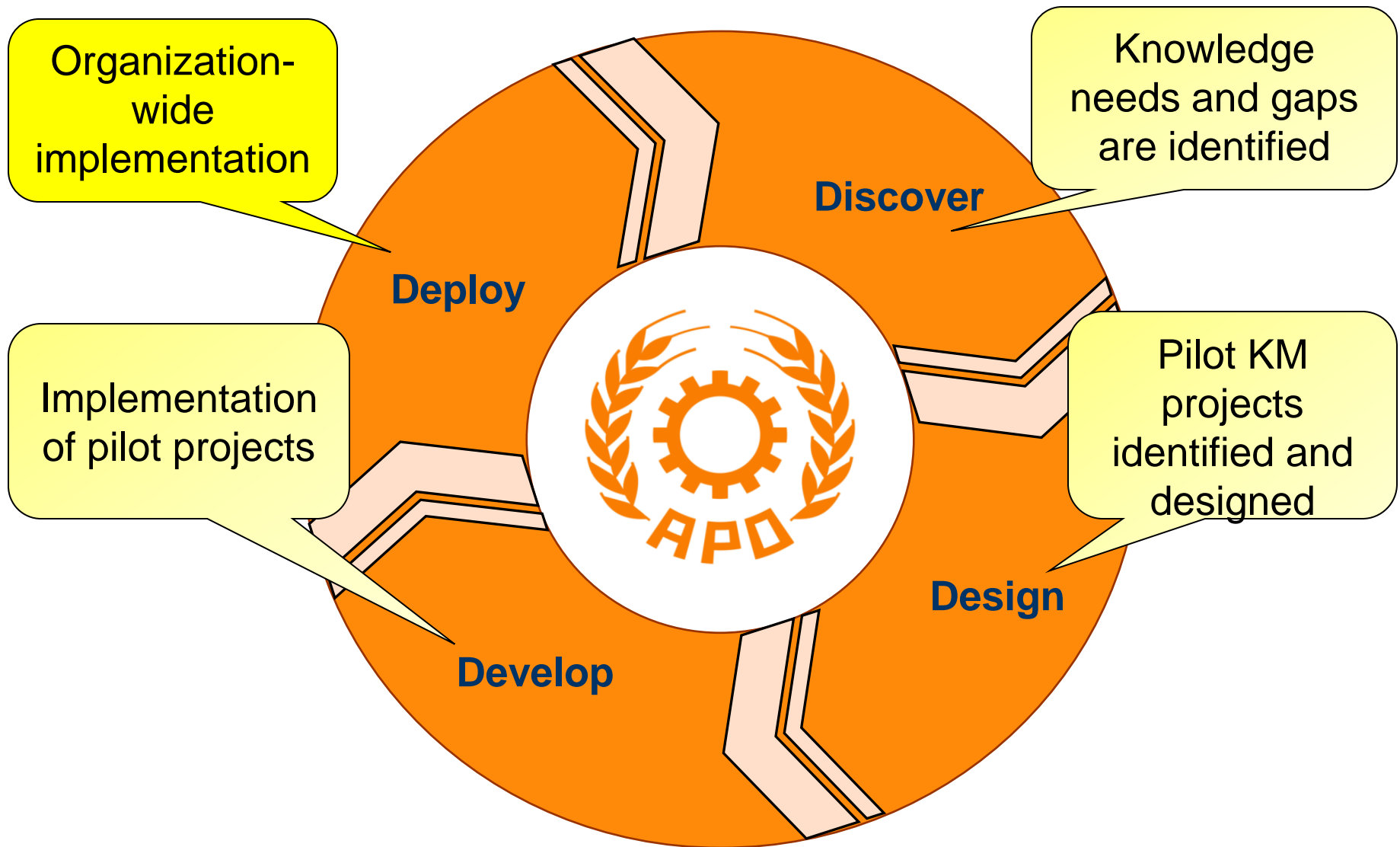
Develop

STAGE 4: DEPLOY – Objectives

- To discuss critical success factors in deployment
- To explore ways of sustaining the KM program through technology, rewards, and incentives
- To discuss ways of addressing resistance to the KM plan
- To develop a prototype communication plan for deployment
- To formulate a strategy for on-going evaluation during the deployment

What is Deployment?

Deployment is the integration of KM in work processes of the organization. This means the full implementation of the KM plan. It is doing the pilot process again but on a bigger scale in terms of the scope, people involved, and the resource requirements.

Objectives of Deployment

- To implement the enhanced KM plan

- To monitor implementation to generate data for improvement

- To deliver the promised benefits of the KM plan

- To sustain "buy-in" of the various stakeholder groups

Deployment Process

Critical Factors in Deployment
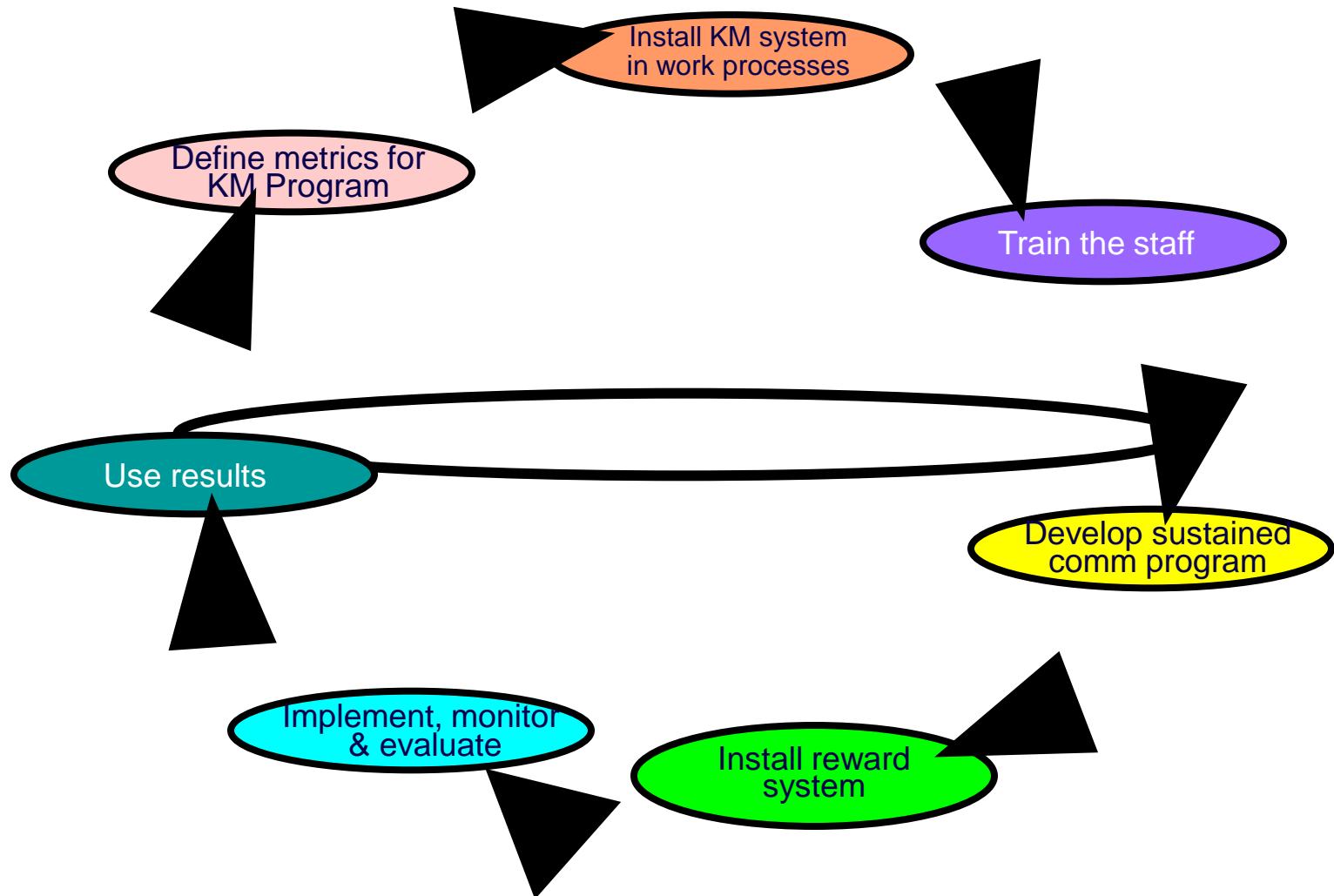
- Clear targets

- Sustained support of top management

- Adequate technical capability of staff

- Successful transition management

- Effective process

- Technology support

Useful Technology

- Open source technology, e.g., Linux

- Web site development

- Database development

- Groupware

Useful Technology – Examples

Knowledge Process	IT Tool	Function
Identify / Create	• Idea generating tools • Data mining tools • Conceptual mapping tools • Intelligent agents	• Generating new ideas • Identifying new ideas, trends • Identifying information and creating new knowledge from them • Collecting information
Store	• Document management systems • Directories • Databases	• Organizing information • Storing information

Source: Adapted from PSB, Singapore. Primer on KM

Useful Technology – Examples

Knowledge Process	IT Tool	Function
Share	• E-mail • Intranet, Web • Search and retrieval technologies	• Communicating knowledge • Access to information for decision-making
Apply	• Collaboration tools • Meeting support software • Documentation tool • Intranet/Extranet	• Group communication regardless of time and space • Enabling interaction and collaborative work • Facilitating exchange of ideas and learning • Documents success stories for sharing with others

Source: Adapted from PSB, Singapore. Primer on KM

Barriers to Successful KM Implementation

- Time

- Power

- Structures

- Measurement systems

- Organizational culture

Source: Guptara, Prabhu, 1998,

"Knowing More than your Competitors:

Putting KM to Work"

Rewards and Incentives

- The objectives of rewards and incentives are participation and sustainability
- They may be in various forms

Rewards and Incentives

Rewards can be

- Material to psychological
- Informal to formal
- Examples:
  - Reputation
  - Certificates awarded during recognition programs
  - "Hits" Champion
  - Publication in newsletter
  - "Days off," free trips
  - Monetary rewards
- Integration of knowledge process in work systems

Examples of Rewards and Incentives

- Siemens: "Share and Succeed" allots points for active KM participation such as urgent reports answered; No. of discussion group statements from CoPs; submission of KM profile; etc.

- Airtel India: "Knowledge Dollar" as a unit of performance credit; joint President's and CEO KM Award

- Unilever Indonesia: Learning Award for knowledge transfer and Enterprise Award for entrepreneurship

- SCG Paper: Designation as mentor or coach, knowledge champions, being a member of a community of experts

- Samsung Advanced Institute of Technology: "Praise Ground" as the medium for peer recognition

Degree of Commitment

Commitment

Enrollment

Compliance

On-looker / Fence-sitter
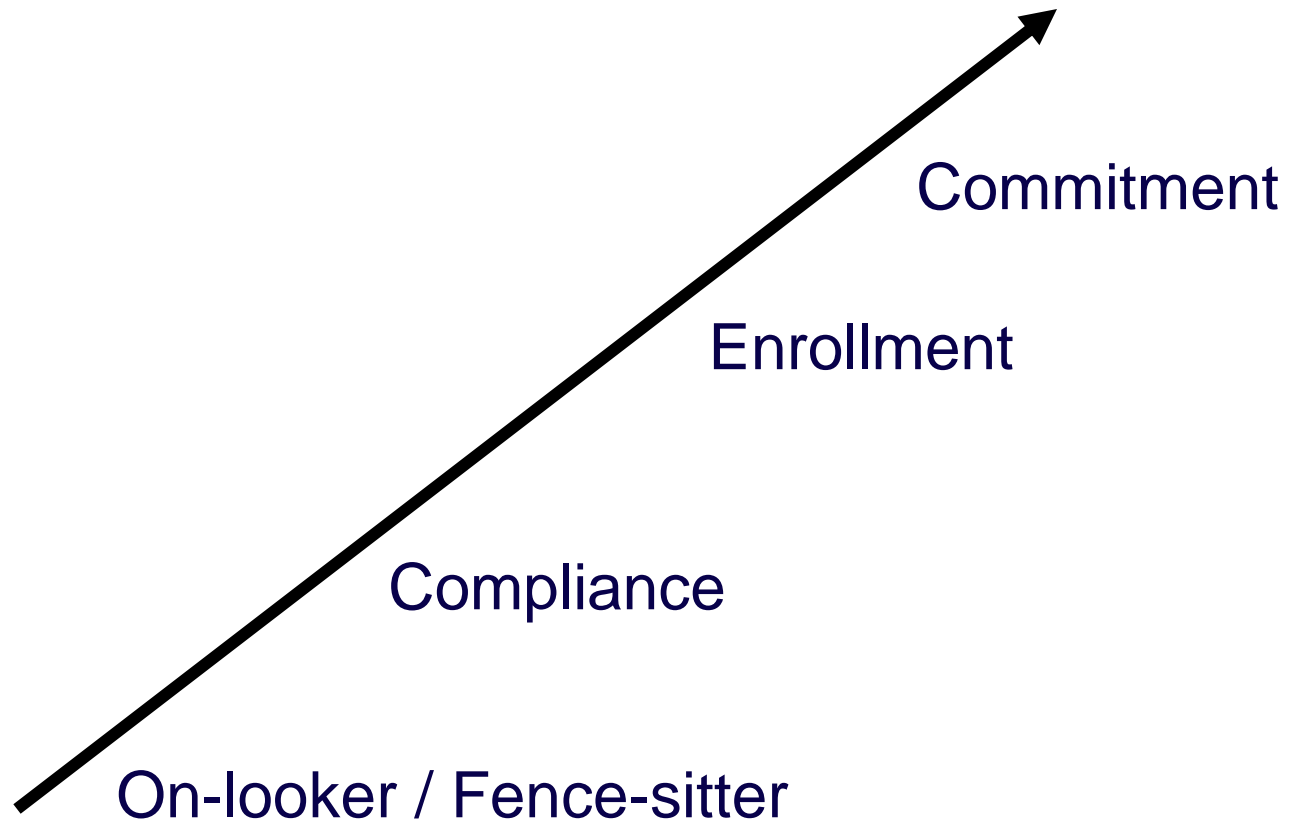
What are the signs of resistance?

Causes of Resistance

- They don't know
- They are not able
- They are not willing
- They do not believe

How do you address each situation?

Exercise: Addressing Resistance

Instructions

- Form groups
- Discuss how you can effectively address each cause of resistance
- Write your answers by category
  - Don't know
  - Can't do
  - Not willing
  - Don't believe
- There will be three rounds of three minutes each

How Do You Address Each Situation?

- They don't know – INFORM

- They are not able – EDUCATE, TRAIN

- They are not willing – CONVINCE

- They do not believe – BUILD TRUST

Primary factors influencing the development of information materials

Purpose
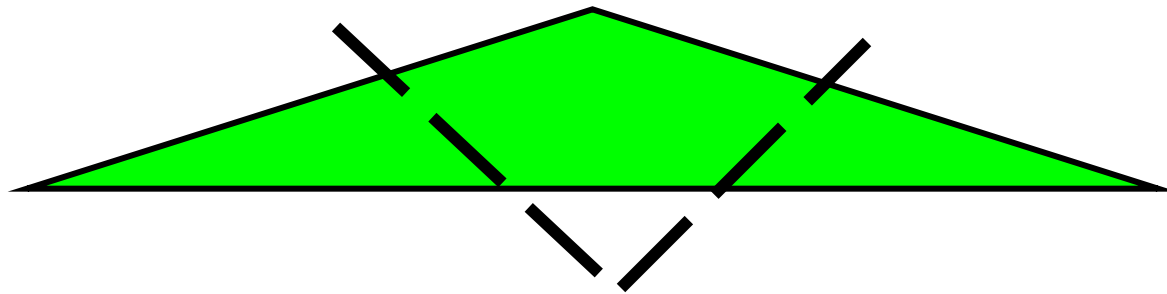
Target   **Resources**

Addressing Resistance: Communication Plan

- **Audience**
  - **Who do you update?**
  - **To whom do you report?**

- **Why?**

- **Content?**

- **Medium / media?**

- **At what point?**

- **How do you generate feedback?**

Workshop: Formulating a Communication Plan – Template

Objective	Audience	Content	How	Person Accountable	By When	Frequency

Presentation of Results

MODULE 4

On-Going Evaluation

- Regular AAR for continuous learning

- Use listening posts

- Monitor milestones and metrics

- Periodic use of KM Assessment instrument

- Regular publication of results

- Institute rewards and sanctions

Module Summary

- **APO KM Implementation Approach**
  - Discover
  - Design
  - Develop
  - Deploy

- **Formulate action plan for KM implementation**
  - Prototype Action Plan

END OF MODULE 4

End of Workshop
KM Implementation Approach
THANK YOU!