APO Knowledge Management

Facilitators' Guide

INDUSTRY

The Asian Productivity Organization (APO) is an intergovernmental organization committed to improving productivity in the Asia-Pacific region. Established in 1961, the APO contributes to the sustainable socioeconomic development of the region through policy advisory services, acting as a think tank, and undertaking smart initiatives in the industry, agriculture, service, and public sectors. The APO is shaping the future of the region by assisting member economies in formulating national strategies for enhanced productivity and through a range of institutional capacity building efforts, including research and centers of excellence in member countries.

APO members
Bangladesh, Cambodia, Republic of China, Fiji, Hong Kong, India, Indonesia, Islamic Republic of Iran, Japan, Republic of Korea, Lao PDR, Malaysia, Mongolia, Nepal, Pakistan, Philippines, Singapore, Sri Lanka, Thailand, Turkey, and Vietnam.

ASIAN PRODUCTIVITY ORGANIZATION

APO KNOWLEDGE MANAGEMENT

FACILITATORS' GUIDE

INDUSTRY

CONTENTS

FOREWORD

The *APO Knowledge Management Facilitators' Guide* (KMFG) was first published in September 2009 as the culmination of a more than 12-month effort by many experts from the region and beyond. Ten years later, several major developments in knowledge management have occurred around the world, as well as changes in how the APO views productivity and related issues. To reflect those developments, several aspects of the APO KM Framework had to be updated.

First, the APO enhanced its KM Framework by including important new elements such as the value to citizens offered by public organizations and the need for sustainability as well as agility. The revised APO KM Framework therefore includes the details of those elements. Second, the importance of global and regional knowledge economies has increased, and in November 2018 the International Organization for Standardization (ISO) published the ISO 30401 Knowledge Management Standard. The 2020 edition of the KMFG follows that first international KM standard and recognizes the growth of the global knowledge economy.

Third, advances in technology, systems, and tools now enable industries to operate and manage knowledge in radically new ways. The Fourth Industrial Revolution, also known as Industry 4.0, is now underway and has significantly altered how we manage knowledge and shortened knowledge life cycles. Fourth, the Japanese government is promoting initiatives and policies for the creation of a smart society with five "walls of challenges and opportunities," known as Society 5.0. The APO took the opportunity to incorporate important elements of Society 5.0 into its KMFG to help member countries manage the transition to a digital society, including recent change management techniques and smart technology applications.

The present edition of the APO KMFG aims to provide trainers and consultants in NPOs and elsewhere with a better understanding of KM so that they can guide others in its implementation. The guide is accompanied by a file of ready-to-use presentation slides for KM facilitators which can be customized to meet specific needs. It contains easy-to-follow instructions on delivering training under the APO KM Framework, including detailed notes on the key messages of each slide, trainers' notes, and transitioning smoothly to the next slide in the series, with suggestions on timing. It is hoped that this edition of the guide will reach a wide audience in the Asia-Pacific and beyond to spread the KM message.

Dr. AKP Mochtan
Secretary-General

ACKNOWLEDGEMENTS

WORKSHOP OVERVIEW

Slide 1: APO Workshop on Implementing KM

**APO Workshop on
Implementing KM**

Workshop Overview

1
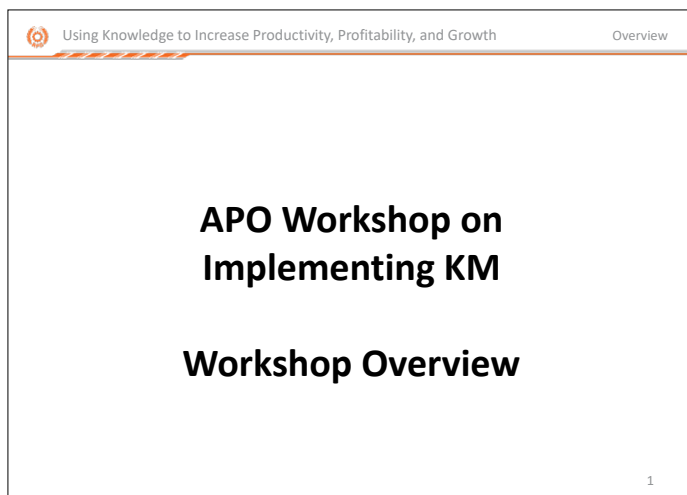
This updated 2020 *KM Facilitators' Guide* was developed in the wake of significant changes in the knowledge economy and Knowledge Management since 2009.

Slide 2: Workshop Objectives
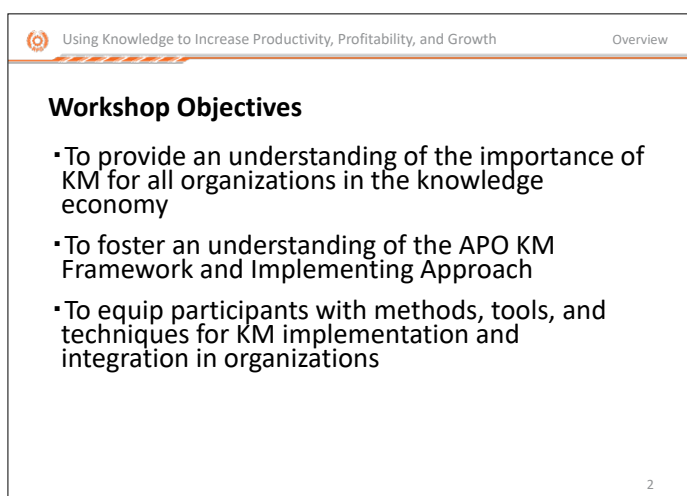
Workshop Objectives

- To provide an understanding of the importance of KM for all organizations in the knowledge economy
- To foster an understanding of the APO KM Framework and Implementing Approach
- To equip participants with methods, tools, and techniques for KM implementation and integration in organizations

2

- To provide an understanding of the importance of KM for all organizations in the knowledge economy

- To foster an understanding of the APO KM Framework and Implementing Approach

- To equip participants with methods, tools, and techniques for KM implementation and integration in organizations

Slide 3: Module 1: The Knowledge Economy

Using Knowledge to Increase Productivity, Profitability, and Growth   Overview

Module 1: The Knowledge Economy

- To understand the transition of nations and organizations toward a knowledge economy
- To understand developments in the Advanced Manufacturing (Industry 4.0) sector of the knowledge-driven economy
- To understand development of Global ISO Standards Developments for the knowledge economy
- To be aware of Japan's "Society 5.0" initiative for the knowledge economy
- To understand the strengths/weaknesses and implications of a global/Asian knowledge economy for society

3

Significant developments have occurred since the first publication of the Facilitators' Guide in 2009 and an updated Guide was produced:

- To better understand the transition of nations and organizations toward a knowledge economy

- To understand developments in the Advanced Manufacturing (Industry 4.0) sector of the knowledge-driven economy

- To understand the development and introduction of Global ISO Standards for Knowledge Management and Innovation in the Knowledge Economy in 2018

- To be aware of Japan's "Society 5.0" initiative for the knowledge economy

- To better understand the strengths/weaknesses and implications of a global/Asian knowledge economy for society

Slide 4: Module 2: Why KM?

Module 2: Why KM?

· To understand the importance of KM

· To explain the benefits of KM
  - Individual
  - Team
  - Organization
  - Society

· To analyze KM case studies

4

Why is KM an imperative for all organizations today, be they public or private, large or small, and across all industry sectors?

It is now vital:

- To understand the importance of KM

- To explain the benefits of KM for

  - Individuals

  - Teams

  - Organizations

  - Society

- To analyze KM case studies

Slide 5: Module 3: What is KM?

Using Knowledge to Increase Productivity, Profitability, and Growth   Overview

Module 3: What is KM?

・Positioning of KM in the context of Productivity and Quality initiatives

・Understanding KM

・Understanding common KM concepts and processes

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This module includes an up-to-date presentation and interactive discussion of "What is Knowledge Management?" today.

Slide 6: Module 4: The APO KM Framework

Using Knowledge to Increase Productivity, Profitability, and Growth   Overview

Module 4: The APO KM Framework

・Understanding the APO's definition of KM

・Understanding the APO KM Framework

・Understanding the essential elements for successful implementation of KM

6

But to accelerate, drive, and enable the KM initiative, we will present and discuss how the APO KM Framework will ensure that you properly implement all the critical aspects of effective Knowledge Management.

Slide 7: Module 5: APO KM Implementation Approach

Using Knowledge to Increase Productivity, Profitability, and Growth	Overview

Module 5: APO KM Implementation Approach

· Developing competence in the application of the KM framework and approach

· Formulating an action plan for implementation

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Modules 1–4 will take 50% of our time together.

The remaining 50% of our time will be spent learning and applying the APO KM Implementation Approach.

MODULE I: INTRODUCTION TO THE KNOWLEDGE ECONOMY

Module Objective

To allow participants to understand the relevance of the Knowledge Economy and its implications

Key Message

In several key areas, nations' economies are shifting to a Global Knowledge Economy, in which Knowledge Management will play a major role.

Methodology

Lecture and discussion based on a PowerPoint presentation

Module Topics

- Transition to a Global Knowledge Economy

- Knowledge-based economy, knowledge-driven organizations, knowledge worker, benefits of KM at the societal level, intangible assets

- Importance of Knowledge Management, changes in organization/individual mindsets for success in the knowledge economy

Time

1.5 hours

Teaching Aids

Projector, laptop, whiteboard, easel sheets, markers, PowerPoint presentation, facilitator's guide, participants' guide and, if time permits, selected videos (YouTube, etc.) for viewing

Slide 1: The Knowledge Economy

| Using Knowledge to Increase Productivity, Profitability, and Growth | Module 1 |

MODULE 1:
The Knowledge Economy

1
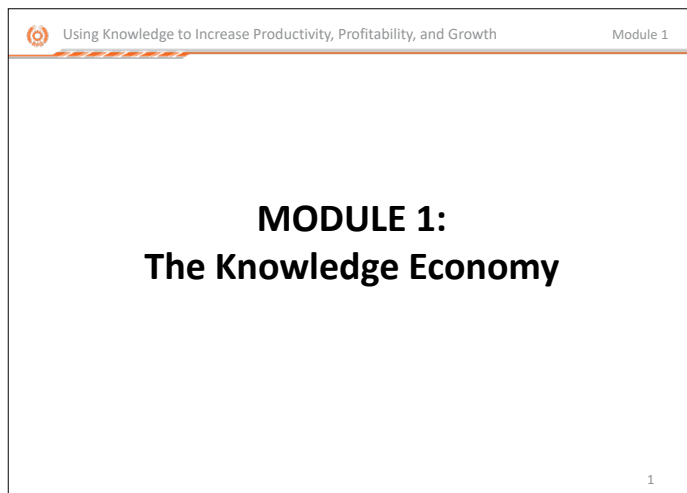
Key message

This is the first slide of the module.
Greet participants and introduce yourself:

Trainer notes

The title of this module is "The Knowledge Economy" and it is the first of five modules.
The duration of this module is 1.5 hours.
As we go along, please let me know if I am not making myself clear or if you need further clarification, or if you have a pressing question.

Transition to next slide

Let's take a look at the Module Objectives.

Slide 2: Module Objectives

Using Knowledge to Increase Productivity, Profitability, and Growth	Module 1

Module Objectives

- To understand the transition of nations and organizations towards a knowledge economy

- To understand the developments in the Advanced Manufacturing (Industry 4.0) sector of the knowledge-driven economy

- To understand Global ISO Standards Developments for the knowledge economy

- To be aware of Japan's "Society 5.0" initiative for the knowledge economy

- To understand the strengths/weaknesses and implications of a global/Asian knowledge economy for society

2

Key message

This slide summarizes the objectives of the module, which is to better understand the relevance of the Knowledge Economy, significant emerging developments, and their implications for organizations.
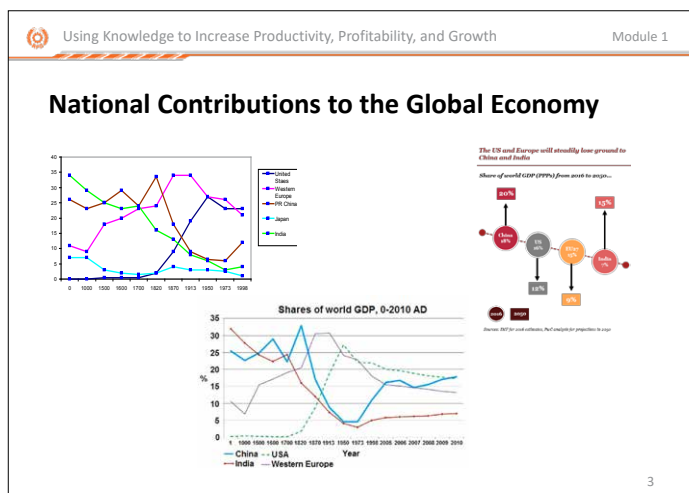
Trainer notes

This module highlights the transition to the Knowledge Economy and its implications for the global/Asian economy and society.

Transition to next slide

Let's take a look at the transitions that have taken place in the global economy.

Slide 3: National Contributions to the Global Economy

Key message

The 21st century belongs to Asia, which will play a major role in the knowledge economy.

Trainer notes

Explain the diagram in the slide:

"While India and PR China were the peak contributors to the world economy prior to industrialization, developed nations like the USA and Europe currently dominate the world economy due to the larger share of their service sectors. However, Asian nations have started catching up with them since the start of the 21st century."

Note: GDP as a measure of productivity served us well in the industrial economy and continues to serve us well. But we must be aware that, in the Knowledge Economy, an increasing percentage of digital goods (e.g., Wikipedia, Google Maps, etc.) are free (cost zero to produce) but at the same time provide high value to society that GDP does not capture.

Transition to next slide

Let's take a look at the transitional phases in civilization.

Slide 4: Transition of National Economies

Transition of National Economies

Stage	Resources	Productivity Focus
Agriculture	Land and Labor	Quantum of Production
Industry	Man, Machines, Materials	Efficiency
Information	Technology	Effectiveness
Knowledge	The Human Brain	Innovation

4

Key message

In an increasingly knowledge-driven economy, modern organizations must innovate in order to continue to exist.

Trainer notes

Explain the Table in the slide as follows:

The transition from each generation has been accompanied by a large increase in workforce productivity. Peter Drucker has challenged us to increase the knowledge worker's productivity by at least 50-fold in the 21st century.

While the focus of productivity improvements was previously on efficiency and effectiveness, the focus of the Knowledge Economy is now increasingly turning toward innovation.

Transition to next slide

Let's take a look at the compelling factors for the Knowledge Economy.

Slide 5: Compelling Factors for the Knowledge Economy
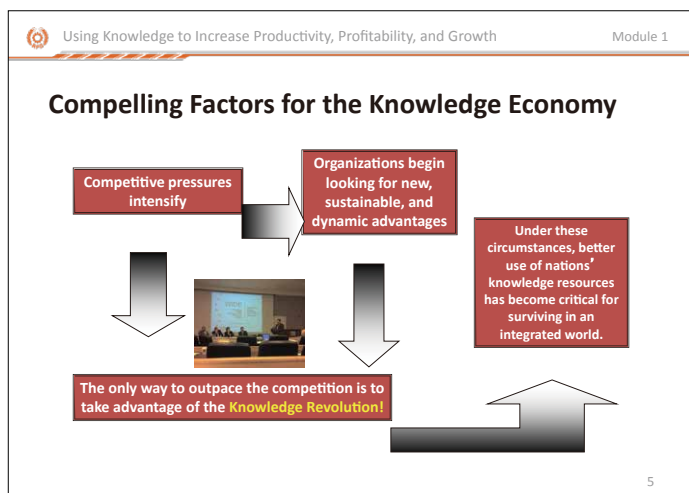
Key message

Nations must leverage their knowledge resources/knowledge assets in order to stay ahead in a competitive world.

Trainer notes

Explain the chart giving a picture of the competitive pressures building up in the world due to opening up of the global economy. PR China, Republic of Korea, India, Singapore, and other Asian countries are trying to find their competitiveness niche to establish a strong position in the world through the use of knowledge resources/knowledge assets.

Transition to next slide

Let's take a look at the requirements for a nation's Knowledge Economy.

Slide 6: Requirements for a Nation's Knowledge Economy

Using Knowledge to Increase Productivity, Profitability, and Growth   Module 1

Requirements for a Nation's Knowledge Economy

1. An economic regime that provides incentives for the efficient creation, dissemination, and use of existing knowledge.

2. An educated and skilled population that can create and use knowledge or, in other words, a critical mass that values knowledge capital to sustain a culture that values knowledge.

3. A dynamic information infrastructure that can facilitate the effective communication, dissemination, and processing of information.

4. A system of research centers, universities, think tanks, consultants, firms and other organizations that can tap into a growing stock of global knowledge, and assimilate and adapt it to local needs.

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Key message
Success of nations in the Knowledge Economy requires an integrated perspective of all contributing factors.
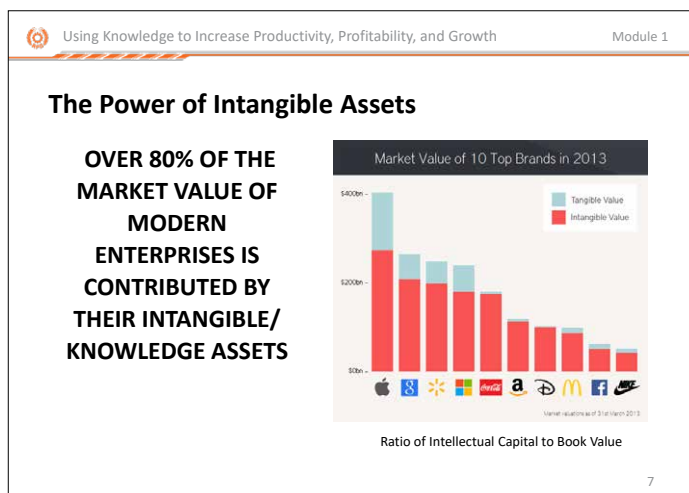
Trainer notes
Explain that economic policy regime, human resource potential, technology infrastructure, and institutional cooperation are the vital needs of a Knowledge Economy. (If possible, provide examples from your own experience.)

Transition to next slide
Let's take a look at the nature and power of intangible/knowledge assets.

Slide 7: The Power of Intangible Assets

Key message

Wealth created from intangible knowledge assets greatly improves market value.

Trainer notes

Explain about large and successful organizations like Apple, Google, Facebook, etc., in the Western world and Asian countries having more than 80% of their market value in intangible knowledge assets. Their numbers and the proportion of their intangible assets are continually increasing.

Transition to next slide

Let's now examine one very significant development in the Knowledge Economy: the Fourth Industrial Revolution

Slide 8: The Fourth Industrial Revolution (Industry 4.0)

Using Knowledge to Increase Productivity, Profitability, and Growth   Module 1

The Fourth Industrial Revolution (Industry 4.0)

- Started in Germany around 2011
- Supported by the German Government and the World Economic Forum and documented in the book "The Fourth Industrial Revolution"
- Four revolutions: from water and steam, to mass production, to computing and information management, to digitalization, Internet of things, automated cyber-physical systems, nanotechnology, biological and material science integration, driven by knowledge and machine intelligence
- Uniquely combines the latest technologies for manufacturing into one "end to end" knowledge platform for the value chain
- Dramatically improves productivity, speed, and mass customization, and reduces costs
- Brings significant challenges and opportunities
- Requires new innovative knowledge-driven business models

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Key message

The world is now experiencing the Fourth Industrial Revolution (often referred to as I4.0), which is global and driven by knowledge and increasingly by intelligent technology.

Trainer notes

Recommend the landmark book by Klaus Schwab, founder of the World Economic Forum. Briefly explain the four revolutions.

Underline the significant point that the Fourth Industrial Revolution is about not just more powerful and cheaper technology but that it is also a connection of everything (Industrial Internet of Things [IIoT]), a combination, where needed, of technology with biological systems (especially in healthcare) and with material sciences, advanced alloys, etc., (e.g. we can now combine several material powders fed into a 3D printer, rather like different-color inks, to manufacture goods locally. This is called additive manufacturing, in contrast to traditional reductionist manufacturing of goods from blocks of steel, wood, etc.

Everything can be connected to the Worldwide Web (sensors, monitors, audio devices, etc.) and stored in the cloud as Big Data that can be processed by very powerful computers and data centers, analyzed in real time, and acted upon through predictive analytics. Devices can now all be connected into one end-to-end manufacturing platform. Robotics, machine intelligence, and even machine learning (artificial intelligence) can now also be used to maximize the manufacturing cycle from design to testing and virtual prototyping (creating virtual twins) to manufacturing and distribution/support. All companies in the value chain can now be connected to the same knowledge-driven platform as one knowledge ecosystem.

The implications are simply staggering! The opportunities for revolutionary and innovative manufacturing process redesigns are enormous!

Naturally, this will greatly increase productivity, especially with intelligent machines and robots that are able to operate non-stop day and night, every single day of the year, increase speed and quality, and dramatically reduce costs.

However, the remarkable promise of the Fourth Industrial Revolution clearly brings some major challenges and opportunities. The greatest challenge is that robots and automation will eliminate

many repetitive jobs. The ability to manufacture locally will impact traditional offshore production and result in moving toward on-shoring. The greatest challenge and opportunity will be training people to do what robots cannot do: to be effective knowledge workers using their unique decision-making abilities, spontaneity, and creativity. This will enable further innovation and increased entrepreneurship.

To facilitate and optimize this revolutionary new way of working, organizations are building radically new, innovative business models.

Discuss with participants, if time allows.

Transition to next slide
Let's now examine the second significant development in the Knowledge Economy: the emergence of ISO Global Standards.

Slide 9: Global ISO Standards Developments

Global ISO Standards Developments

- Business Excellence Models and Frameworks
- ISO 9001 Quality Management (2015) and Knowledge
- ISO 55000 Asset Management (2014) and Intangible Assets series
- ISO 30401 Knowledge Management Standard
- ISO 56002 Innovation Management Standard
- ISO TC 260 HR Standards (first published 2016)

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Key message

Since 2014–2015, the International Organization for Standardization (www.iso.org) has recognized and agreed on the strong need for additional global standards to ensure excellence in the global knowledge economy.

Trainer notes

Briefly explain:

1. Much good work has been done and continues to be done with Business Excellence Models and Frameworks. Many countries have developed their own versions of these.

2. In 2015, ISO published a revision to their most popular Standard ISO 9001 Quality Management, a standard used by over 1 million organizations worldwide. The 2015 version includes a new Clause 7 which, for the first time, requires organizations to demonstrate that they are managing their organizational knowledge properly. (Briefly ask participants if they use ISO 9001 and discuss the new knowledge requirement for them.)

3. In 2015, ISO published ISO 55000/1/2 for the better management of tangible and intangible organizational assets. Knowledge is clearly the key intangible asset for all organizations to manage. (Discuss the importance of managing all assets.)

4. In November 2018, ISO published ISO 30401, a Global Knowledge Management Standard for the better management of knowledge in the knowledge economy.

5. In 2019, a Final Draft International Standard ISO 55002 was published as an International Innovation Management Standard, which recognizes the importance of knowledge creation and innovation to the Knowledge Economy.

6. Finally, in 2016, ISO published the first four of 14 global standards for Human Resource Management (HR). As HR recognizes the development and performance of the human being and teams of people to be key assets of an organization because of their unique knowledge and experience, these Standards will greatly support organizations that wish to successfully participate in national and global Knowledge Economies.

Briefly have an open discussion on the benefits and challenges of the Standards with participants.

Transition to next slide

Let's now examine the third significant development in the Knowledge Economy: Society 5.0

Slide 10: Japan's "Society 5.0"

Japan's "Society 5.0"

・2016 Japanese government transformation plan for society
・From Industry 4.0 to Society 5.0
・A "super smart society" for everyone
・Five pillars for transformation
・Across all levels of Japanese society, transforming society itself
・"Smart" nations, cities, factories, health, education, families and homes

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Key message

Whereas the Fourth Industrial Revolution is primarily concerned with advanced manufacturing in the Knowledge Economy, Japan's Society 5.0 includes this but takes it much further. Society 5.0 is about the creation of a *super-smart society* with the benefits of high connectivity and high interdependency for all people in society.

Trainer notes

Explain that the vision for Society 5.0 was actually presented by Japan in 2015 and subsequently in Europe in 2016. In March 2017, at the CEBIT 2017 Expo in Germany, the Japanese Prime Minister announced Japan's continued determination to establish Society 5.0 to effect a major transformation of Japanese society.

In simple terms, Society 5.0 promises major reforms in and across all of society through deeper examination of the use of super-smart (intelligent) systems and infrastructure throughout the country.

- SMART Nation

- SMART Cities

- SMART Factories and Manufacturing (Industry 4.0)

- SMART Health and Hospital Care

- SMART Education

- SMART Homes (intelligent energy, shopping, security, etc.)

- SMART Families (happier, healthier, better educated, more skillful in participating in the Global Knowledge Economy)

Society 5.0 identifies five pillars for Japanese society and even for the world:

1. Government ministries and agencies: need to move toward integrated government

2. Legal system: need to develop new laws for implementing advanced systems

3. Technologies: form a Knowledge Foundation to cover, at a minimum, the major issues of cyber-security, robotics, nanotechnology, biotechnology, and systems technology

4. Human resources: carry out educational reform and promote IT literacy and advanced digital skills

5. Social acceptance: establish not only a social consensus but also carry out a deep examination of social implications and ethical issues, specifically regarding man-machine interfaces and relationships, and even philosophical questions such as defining what human happiness is and what humanity means in an exponentially growing Knowledge Economy.

Briefly discuss this (challenges and opportunities) with participants.

More details can be found at https://www.i-scoop.eu/industry-4-0-society-5-0/

Transition to next slide
As a result of these developments, let's now examine the strengths and weaknesses of developing Asian economies in the Knowledge Economy.

Slide 11: Strengths of Asian Developing Economies

Key message

Asian countries' strengths can be advantageous for them to develop successful Knowledge Economies.

Trainer notes

Explain that the strengths of Asian economies, their stronger economic growth, IT and telecommunications institutes, and SME development, can be leveraged to achieve better Knowledge Economies. (If possible, give examples from your own experience.)

Transition to next slide

Let's take a look at some of the weaknesses of Asian developing economies.

Slide 12: Weaknesses of Asian Developing Economies

Using Knowledge to Increase Productivity, Profitability, and Growth	Module 1

Weaknesses of Asian Developing Economies

· Human resources will need retraining in knowledge working and knowledge-driven performance
· Slower diffusion of the latest developments in ICT & other advanced technologies
· ICT penetration not extensive enough at all levels to give a substantial boost to knowledge sharing and knowledge management
· Infrastructural bottlenecks
· Disparities in wealth distribution to various segments of the population
· Employment opportunities depend on the developing economies' markets

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Key message

There is a need to be aware of the weaknesses of Asian economies and take steps to overcome those weaknesses so that they can grow as Knowledge Economies.

Trainer notes

Explain that low manpower/intellectual skill levels, insufficient penetration/diffusion of IT, infrastructure problems, wealth disparities, and dependence on industrialized countries for trade are their weaknesses. (If possible, give examples from your own experience.)

Transition to next slide

Let's analyze what a knowledge-driven organization is.

Slide 13: A Knowledge-Driven Organization…

Key message

Only a knowledge-driven organization can produce sustainable outputs and meet stakeholders' expectations.

Trainer notes

Explain that a knowledge-driven organization creates synergy by synthesizing all contributing factors.

Transition to next slide

Let's look at the traits of the Knowledge Worker.

Slide 14: The Knowledge Worker

A Knowledge Worker

- Works in a cooperative and collaborative environment
- Forms part of a flat, flexible network
- Participates in a knowledge-sharing culture
- Is innovative
- Is flexible, multi-skilled, and capable of multitasking
- Is tech-literate
- Expects rewards and recognition commensurate to contribution

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Key message

The knowledge worker will be able to deliver much higher productivity through his/her unique skills.

Trainer notes

Explain that a knowledge worker has to acquire new skills and a new mindset (as described in the slide) to become part of a knowledge-driven organization. (If possible, give examples from your own experience.)

Transition to next slide

Let's look at the benefits that can accrue to a knowledge-oriented organization.

Slide 15: Benefits of KM for Organizations

Using Knowledge to Increase Productivity, Profitability, and Growth   Module 1

Benefits of KM for Organizations

- Gives the ability to cooperate/compete in a globalized world
- Allows an exponential rise in productivity
- Provides added value/cost savings
- Is a sharing culture: peaceful coexistence
- Awards recognition to performers
- Enables retention and adaptation of knowledge within organizations, i.e., transforms them into Learning Organizations

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Key message

Substantial organizational benefits and personal benefits can be derived through KM.

Trainer notes

Explain the various benefits that would accrue to a Knowledge Management organization (as shown in the slide). If possible, give examples from your own experience.

Transition to next slide

Let's look at the change in mindset required for KM.

Slide 16: Change in Mindset for KM

Using Knowledge to Increase Productivity, Profitability, and Growth	Module 1

Change in Mindset for KM

· Leapfrogging in growth is possible
· The sharing culture benefits the giver as well as the recipient
· Individual-level KM leads to group-level KM, which in turn leads to organization-wide KM
· Virtualization of the work environment demands self-imposed control and discipline

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Key message

Changing the mindset is a prerequisite for KM success.

Trainer notes

Explain that changes in mindset shape the knowledge organization (as shown in the slide). (If possible, give examples from your own experience.)

Transition to next slide

Let's have a debriefing on this module.

Slide 17: Session End Activity

Using Knowledge to Increase Productivity, Profitability, and Growth   Module 1

Session End Activity

Discuss the characteristics and benefits of a KM-oriented
approach for:
· National economies
· Organizations
· Individuals

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Key message
Participants must realize that there are a multitude of characteristics and benefits for successfully participating in the Knowledge Economy and that each organization is unique in its approach.
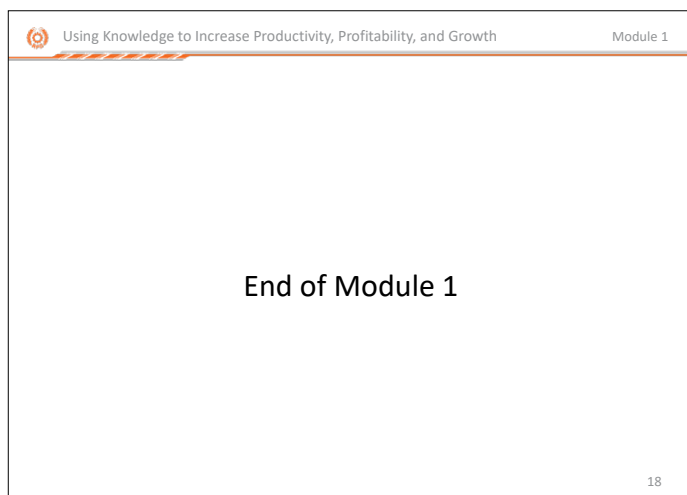
Trainer notes
Methodology (promote informal discussion and feedback among participants).

Encourage participants to think about the points highlighted in this session. Ask them to produce ideas on the characteristics and benefits of a KM-oriented approach for countries, organizations, and individuals. About 10 to 15 minutes can be devoted to informal discussion and participants' feedback.

Transition to next slide
Say that this ends the session and ask if there are any further questions.

Slide 18: End of Module 1

⚙ Using Knowledge to Increase Productivity, Profitability, and Growth	Module 1

End of Module 1

18

Trainer notes

- That is the end of this module.

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

MODULE 2: WHY KM?

Module Objectives

- To understand the importance of KM

- To explain the benefits of KM

  - Individual

  - Organization

  - Society

- To analyze KM case studies

Key Message

This module highlights the importance of and the reasons for implementing KM.

Methodology

Lecture and discussion
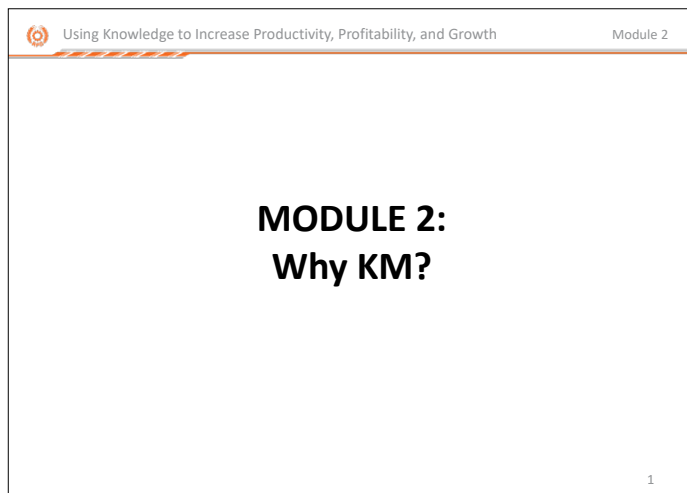
Module Topics/Sessions & Duration

Module Topics/Sessions	Duration
Objectives	10 mins
Importance of KM	15 mins
Benefits of KM	15 mins
Case Studies	50 mins
TOTAL	1.5 hrs

Teaching Aids

Projector, laptop, whiteboard, easel sheets, markers, PowerPoint presentation, facilitator's guide, participants' guide, sheets of blank paper

Note: Case studies will be chosen by the facilitator to suit participants from either the public or the private sectors, or based on industries. For example, if participants are from the services industry, the facilitator may want to use a case study from a company in services rather than a manufacturing company.

Slide 1: Why KM?

Using Knowledge to Increase Productivity, Profitability, and Growth   Module 2

**MODULE 2:
Why KM?**

1

Key message

This slide introduces the title of the module.

Trainer notes

- Self-introduction (if you are a different trainer than for Module 1).

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

- This is the second of five modules.

- We have so far covered:

  - Module 1: Introduction (we looked at the Knowledge Economy and its implications for the organization)

- Now we will be looking at:

  - Why should we implement Knowledge Management in the organization?

  - What are the benefits?

  - Some case studies

- This module will take about 90 minutes.

Transition to the next slide

- Let's take a look at the objectives for this module.

Slide 2: Module Objectives

Using Knowledge to Increase Productivity, Profitability, and Growth	Module 2

Module Objectives

・To understand the importance of KM
・To explain the benefits of KM
  - For the individual
  - For the team
  - For the organization
  - For society
・To analyze KM case studies

2

Key message

Highlight the three objectives of module 2.

Trainer notes

- There are three key objectives for this 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, the team, and the organization, and also of the benefits of KM for 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 and at the impact on those organizations and the challenges they faced along the way.

Transition to the next slide

Now, let's take a look at the importance of Knowledge Management.

Slide 3: Importance of KM

Using Knowledge to Increase Productivity, Profitability, and Growth · Module 2

Importance of KM

- Knowledge is now recognized as a valuable intangible asset

- The building of knowledge-generating capabilities within a firm creates an organization with the flexibility to meet new challenges

- Information and knowledge have become key drivers for competitive advantage

3

Key message

Highlight the importance of Knowledge Management.

Trainer notes

- In the world economy today, there is great emphasis on 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 regard knowledge as one of the key factors of production in the economy, in addition to capital and labor. In other words, knowledge is the intangible component needed for effective knowledge working.

- The fast-changing world of today requires organization to be flexible in order to meet new challenges. Therefore, building knowledge-generation capabilities within the organization will help it face new challenges and ultimately give it the ability to survive and remain relevant in the market.

- Since information and knowledge have also become key drivers for competitive advantage, we must learn how these can be utilised to improve performance through operational efficiencies and innovation. The "how to" part will be elaborated in Module 3.

Transition to the next slide

Let's continue with the importance of KM.

Slide 4: Importance of KM (cont'd)

Using Knowledge to Increase Productivity, Profitability, and Growth — Module 2
Importance of KM (cont'd)
・Facilitates decision-making capabilities
・Builds learning organizations by making learning routine
・Stimulates cultural change and innovation
・In line with Global ISO Standards Developments - ISO 30401 Knowledge Management Standards - ISO 9001 Quality Management (2015) and Knowledge
4

Key message
Highlight the importance of Knowledge Management.

Trainer notes
- Much data can offer managers a wealth of information, but processing overwhelming amounts can get in the way of achieving high-quality decisions.

- While information overload or needing knowledge from people in other parts of the company for decision-making can handicap managers, putting in place knowledge management systems can facilitate better, more informed decisions.

- The U.S. Army's After Action Reviews (AARs) are an example of a knowledge management system that has helped build the Army into a learning organization by making learning routine. This has created a culture where everyone continuously assesses themselves, their units, and their organization, looking for ways to improve.

- After every important activity or event, Army teams review assignments, identify successes and failures, and seek ways to perform better the next time. This approach to capturing learning from experience builds knowledge that can then be used to streamline operations and improve processes.

- Actively managing organizational knowledge can also stimulate cultural change and innovation by encouraging the free flow of ideas. For example, GE's Change Acceleration Process (CAP) program includes management development, business unit leadership, and focused workshops. CAP was created to not only "convey the latest knowledge to up-and-coming managers" but also "open up dialogue, instil corporate values, and stimulate cultural change." In this complex global business environment, these types of knowledge management programs can help managers embrace change and encourage ideas and insight, which often lead to innovation.

- ISO Standards for Knowledge Management (2018) and Quality Management (2015) add credibility and a wealth of experience from international KM experts.

Transition to the next slide
- Let's look at the benefits of KM.

Slide 5: Benefits of KM

Benefits of KM

- The expected outcome of KM initiatives is to enhance individual, team, and organizational capabilities and thereby increase social capacity

- Together, these outcomes will spur overall productivity, improve the quality of products and services, contribute to profitability, increase value for citizens, and increase growth

5

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 and organizational capabilities and to increase social capacity.

- The final outcomes to the organization will be to increase productivity, improve quality of products and services, contribute to profitability, increase value to citizens (especially for the public sector), and spur growth.

Transition to the next slide

Let's continue with more KM benefits.

Slide 6: Benefits of KM (cont'd)

> **Using Knowledge to Increase Productivity, Profitability, and Growth**　　　　Module 2
>
> ### Benefits of KM (cont'd)
>
> - Knowledge assets are the know-how that your organization has available to use, to invest, and to grow
>   – Building and managing your knowledge assets are key components for your organization to create value for your stakeholders and help sustain overall organizational performance success
>
> - Intellectual capital assets such as copyrights or patents that generate income or have the potential to do so
>   – Intellectual capital is the intangible value of a business, covering its people (human capital) and the value inherent in their relationships
>
> 6

Key message
Benefits of Knowledge Management (cont'd)

Trainer notes

- Knowledge assets consist of guidelines set within a business context, enlivened by stories and quotes from experience, and linked to people and documents for further investigation.

- The role of knowledge assets in Knowledge Management is to provide the means by which one team or person can transfer their knowledge to many teams or people, separated by time or distance.

- The Knowledge Management system should provide the means to transfer knowledge between people, even if the timespan between capture and use is counted in years. A knowledge asset can usefully be hosted on a Wiki or in a Knowledge Base.

- The current market economy is oriented mainly to the expressing of direct financial revenues, but expressing of intangible capital is gaining more and more force, since it is also part of the market value of the subject.

- Today, expressing an organization's value must be more oriented to retaining key employees and use their knowledge and innovation abilities to emphasize image and brand as well as for growing basic equity.

- Very soon, organizations which can find and develop the human capital necessary for obtaining a competitive advantage will be better positioned.

Transition to the next slide

- The next slide will discuss the benefits of Knowledge Management for individuals.

Slide 7: Benefits of KM for the Individual

⊚ Using Knowledge to Increase Productivity, Profitability, and Growth	Module 2

Benefits of KM for the Individual

- Increases individuals' knowledge and skills, arising out of learning and innovation in the knowledge process

- Nurtures positive attitudes and strong moral and ethical values, which are the foundation of individual capability development

- Individual capabilities collectively contribute to organizational capability and societal capacity

7

Key message

Benefits of Knowledge Management at the individual level

Trainer notes

- Individuals who are involved in Knowledge Management initiatives will be able to increase their knowledge and skills. These positive impacts are made possible through learning and innovation in applying knowledge processes.

- Through knowledge processes, organizations can shape individuals to have positive attitudes towards learning, develop strong morals, and learn ethical values. These attributes are the foundation of individual capability development.

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

Transition to the next slide

The next slide will explain the benefits of Knowledge Management for the team.

Slide 8: Benefits of KM for the Team

Key message

Benefits of Knowledge Management at the team level

Trainer notes

- The collective individual capabilities in a team will contribute to enhancing team capability. A team's capability is only as good as the individuals in it.

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

- Enhancing quality and ability to collaborate by standardizing ways of working and enabling discussions with leading experts.

Transition to the next slide

The next slide will explain the benefits of Knowledge Management for the organization.

Slide 9: Benefits of KM for the Organization

Benefits of KM for the Organization

· Organizational capability focuses on the following 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, and
  incorporate knowledge in new products and services is critical when faced
  with
  - Shifting markets
  - Rapid product obsolescence
  - Hyper-competition
  - Financial crises

9

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 acquire a competitive advantage through improving internal processes and systems, developing core competencies, and designing innovative strategies.

- Why is organizational capability important? It is critical when the organization is faced with shifting markets, short product lifecycles, 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 the next slide

The next slide will explain the benefits of Knowledge Management to society.

Slide 10: Benefits of KM for Society

Using Knowledge to Increase Productivity, Profitability, and Growth   Module 2

Benefits of KM for 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 allow them 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

10

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 to create synergy. This is just like a conductor who conducts violinists, pianists, flutists, etc., to produce a fantastic piece of music.

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

- Knowledge Management can enhance public and private sector collaboration in raising awareness and create impact.

Transition to the next slide
The next slide will present Knowledge Management case studies suitable for participants' backgrounds.

Note: Facilitators must choose two or three relevant cases to be discussed in class as examples on how KM has helped the organizations in question.

Slide 11: APO Knowledge Management Books
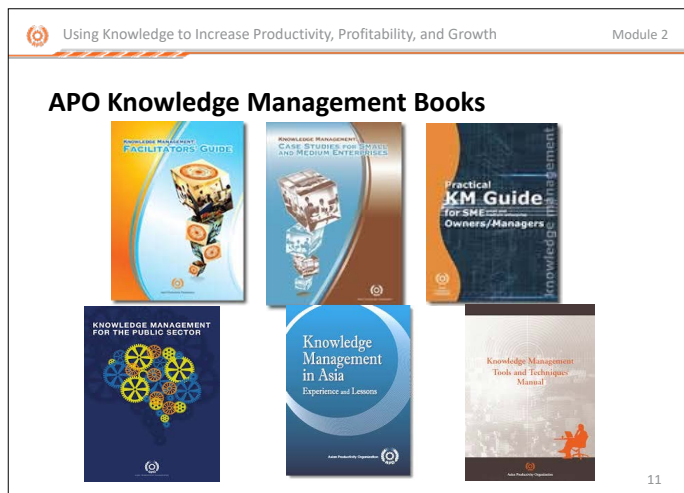
Key message

Knowledge Management books published by the APO

Trainer notes

- E-book format

- Can be downloaded from the APO website at www.apo-tokyo.org

- This document is part of the above-titled publication and is provided in PDF format for educational use. It may be copied and reproduced for personal use only. For all other purposes, the APO's permission must first be obtained.

Transition to the next slide

The next slide is the module summary. The trainer can present Knowledge Management case studies suitable for participants' backgrounds.

Slide 12: Module Summary

Module Summary

· Knowledge and information transfer have become increasingly important to organizations

· Benefits of KM can be seen at all levels:
  · For the individual
  · For the team
  · For the organization
  · For society

· Organizations have various reasons for adopting KM and benefit from implementing it

12

Key message

Module Summary

Trainer notes

• Highlight the key points of Module 2 emphasizing the benefits of KM at the individual, team, organization, and societal levels.

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

Transition to the next slide

Announce that this is the end of the module and ask if there are any further questions.

Note: The facilitator may want to ask participants if they have personal experience of KM to be shared with the other participants. This allows participants to learn from each other. But make sure that time for discussion does not exceed the estimated length of time for this module, which is about 90 minutes.

Slide 13: End of Module 2
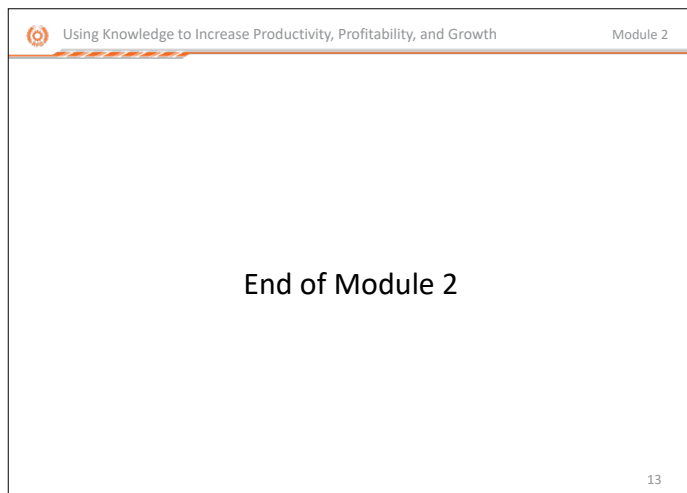
End of Module 2

13

Trainer notes

- That is the end of this module.

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

MODULE 3: WHAT IS KM?

Module Objectives

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

1. Position KM in the context of Productivity and Quality initiatives

2. Understand what KM is

3. Understand common KM concepts and processes

4. Be aware of future trends in KM

Key Message

After being briefly introduced to KM and why KM is necessary, it is time to learn more deeply what Knowledge Management is and the key common concepts.

Methodology

Lecture, discussion, workshop, video

Module Topics/Sessions & Duration

Module Topics/Sessions	Duration
Positioning of KM in the Context of Productivity and Quality Initiatives	
- Some evergreen business principles	20 min.
Understanding of KM	
- KM definitions	5 min.
- KM myths	5 min.
- Historical generations of KM	5 min.
- Current status	5 min.
Understanding of Common KM Concepts and Processes	
- Difference between information and knowledge	10 min.
Exercise: difference between info/knowledge	20 min.
- Types of knowledge	10 min.
Exercise: tacit and explicit knowledge	30 min.
- Knowledge assets	5 min.
- The knowledge process	15 min.
- KM Tools and technologies	15 min.
- Knowledge taxonomy	15 min.
- Characteristics of a Knowledge enabled organization	5 mins
Summary	15 min.
TOTAL	3.0 hrs.

Teaching Aids

Projector, laptop, whiteboard, easel sheets, markers, PowerPoint presentation, facilitator's guide, participants' guide

Slide 1: What is KM?
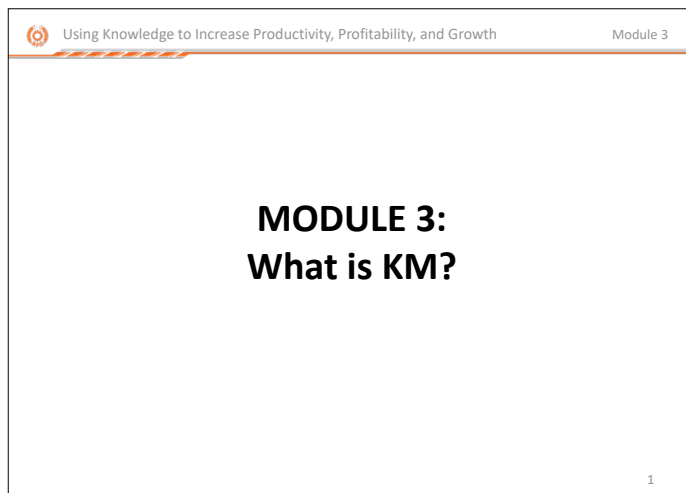
Using Knowledge to Increase Productivity, Profitability, and Growth   Module 3

MODULE 3:
What is KM?

1

Key message
This slide introduces the title of the module.

Trainer notes
The title of this module is "What is KM?" It is the third of five modules.

We have now covered Module 1 "The Knowledge Economy" and Module 2 "Why KM?"

Now we will be looking in more detail at "What Is Knowledge Management?"

Module 3 takes 3 hours and we will be taking a break after one and a half hours.

Introduce yourself:

As we go along, please let me know if I am not making myself clear or if you need further clarification, or if you have a pressing question.

Your participants' guide contains an exact copy of every slide I will present. There is room for you on the pages to make your own notes.

Transition to next slide
Let's take a look at the Objectives for this module.

Slide 2: Module Objectives

Using Knowledge to Increase Productivity, Profitability, and Growth   Module 3

Module Objectives

- Positioning of KM in the context of Productivity and Quality initiatives

- Understanding KM

- Understanding common KM concepts and processes

2

Key message

The three objectives are the key messages for this slide.

Trainer notes

There are three key objectives for this module.

First, 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 a lot of confusion about the role and objectives of effective Knowledge Management. Second, we would like to give you a broad understanding of what Knowledge Management (or KM as it is often called) 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

Module Outline

- Positioning of KM in the context of Productivity and Quality initiatives
  - Some evergreen business principles
- Understanding KM
  - KM definition
  - KM myths
  - Historical generations of KM
  - Current status
- 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

3

Key message

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

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 KM.

To understand KM we will start with the APO's definition of KM and also take the opportunity to dispel some KM myths. We will then look at how KM developed through generations and comment on the current status of KM.

To understand common KM concepts and processes we will explore

- 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

We will be examining knowledge as it applies to the individual, the team, the entire organization and even beyond the organization, and perhaps also to customers, suppliers, strategic partners, communities, and professional networks, and how it contributes to society as a whole.

Transition to next slide

So let's start by positioning KM within the context of 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 of the evergreen business principles.

Transition to next slide

Let's start with positioning KM within Productivity and Quality initiatives.

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

Using Knowledge to Increase Productivity, Profitability, and Growth   Module 3

Positioning KM in the Context of Productivity and Quality Initiatives

How long should management spend on improving <u>productivity</u> in the organization?

5

Key message

Improving productivity is and always will be an evergreen business principle.

Improving productivity must always be on the senior management agenda.

Trainer notes

If you were to ask senior management from any organization, "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 KM in the Context of Productivity and Quality Initiatives

Key message

Developing better quality is and always will be an evergreen business principle. Developing better quality must always be on the managers' agenda.

Trainer notes

"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 KM in the Context of Productivity and Quality Initiatives

Key Message

Evergreen business principles are timeless and 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 higher quality?

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

Key message
Improved productivity and higher 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 KM in the Context of Productivity and Quality Initiatives

Using Knowledge to Increase Productivity, Profitability, and Growth   Module 3

Positioning KM in the Context of Productivity and Quality Initiatives

How long should Management spend on increasing <u>profitability</u> and/or <u>adding value</u> in the organization?

9

Trainer notes

"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 KM in the Context of Productivity and Quality Initiatives

Key Message

Effective Knowledge Management underpins *(stress)* everything in the Organization!

Trainer notes

Repeat slowly, with emphasis.
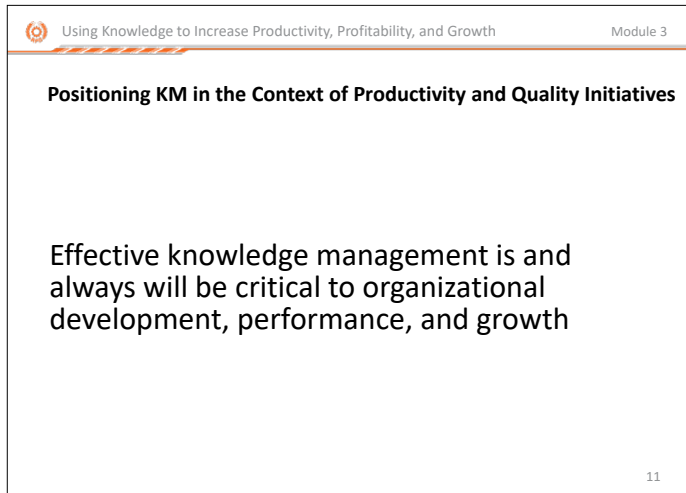
Tell the story:
Shell transforming into a "best knowledge of oil exploration, refining, and distribution"
GM transforming into a "best knowledge of car design, manufacturing, sales, and service," etc.

Transition to next slide

Effective Knowledge Management…

Slide 11: Positioning KM in the Context of Productivity and Quality Initiatives

Read to the group, slowly with emphasis

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

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

Discuss if necessary.

Ask:
How long should senior management be interested in better ways of accessing knowledge, creating new knowledge, sharing and transferring the best knowledge, and applying 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

Module Outline

· Positioning of KM in the context of Productivity and Quality initiatives
    - Some evergreen business principles
· Understanding KM
    - KM definition
    - KM myths
    - Historical generations of KM
    - Current status
· 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

12

Key Message
Understanding KM

Trainer notes
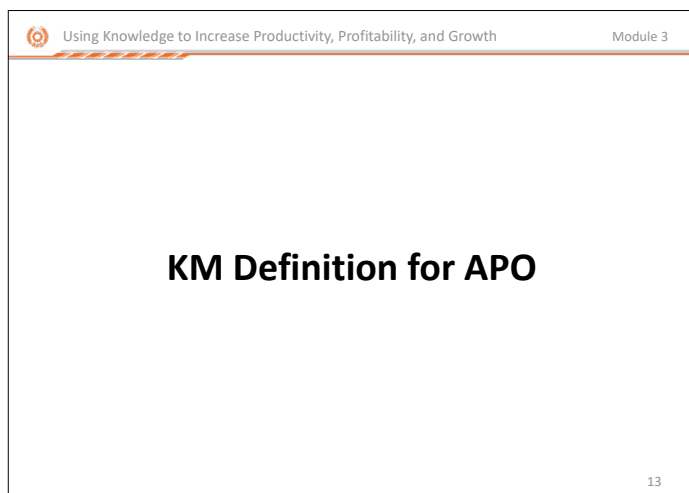To understand KM, let's explore

- APO's definition of KM

- KM myths

- Historical generations of KM

- Current status

This part should take us about 30 minutes.

Transition to next slide
None

Slide 13: KM Definition for APO

Trainer notes

Let's start with the APO's definition of KM.

Transition to next slide

APO's definition of KM is…

Slide 14: APO's Definition of KM

APO's Definition of KM

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

14

Key Message

KM is an integrated approach of creating, sharing, and applying knowledge to enhance organizational productivity, profitability, and growth. (Repeat if necessary)

Trainer notes

Read to the group, slowly with emphasis

There are some key words here.

Integrated: discuss that KM is a holistic discipline that can span the entire enterprise.

Creating, sharing, and applying knowledge: discuss that there is a new KM process to do this and that we shall be examining it later.

Enhance organizational productivity, profitability, and growth: link back to prior discussion where knowledge underpins everything in the organization.
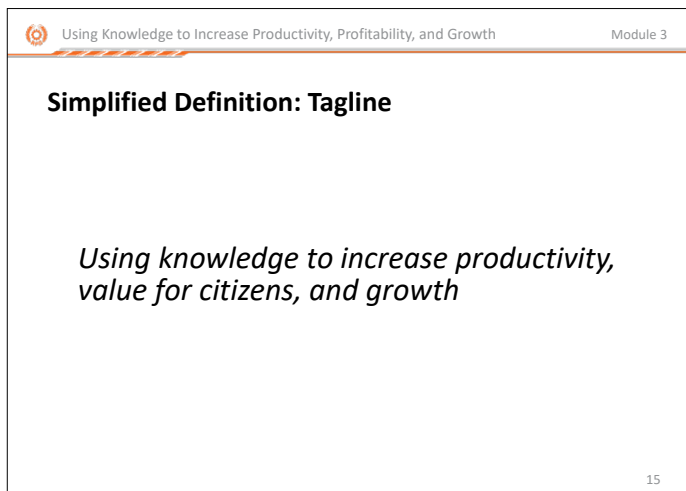
Ask:

What do you think about this definition?

Discuss if necessary.

Transition to next slide

This is a very simple yet very powerful definition of KM. But you don't necessarily need to remember the definition, word for word, all the time. In spreading KM awareness in the organization, it is very useful and effective to have an even simpler definition and tagline.

Slide 15: Simplified Definition: Tagline

Using Knowledge to Increase Productivity, Profitability, and Growth	Module 3

Simplified Definition: Tagline

Using knowledge to increase productivity, value for citizens, and growth

15

Key Message

Using knowledge to increase productivity, profitability, value for citizens, and growth.

Trainer notes

Read to the group, slowly with emphasis.

Ask the group:
What do you think about this more simplified KM tagline in your organization?
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 APO's definition of KM. First, I will read it out and then we can discuss it.

Slide 16: What's Really New about KM?

Using Knowledge to Increase Productivity, Profitability, and Growth	Module 3

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, in order to better achieve their objectives.

16

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 with emphasis.

There are three key words here

Collectively and systematically apply: Although we have always managed knowledge as best we could, for the first time in history new knowledge-driven strategies, processes, methods, tools, and technologies enable us to share and apply this knowledge in more collective, systematic, and better ways. 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 of knowledge must make a difference** to the organization's productivity, profitability, value to citizens, and growth.

Transition to next slide

The key challenge is to keep asking ourselves…

Slide 17: The Bottom Line for KM

Key Message

What knowledge, if it really could be better managed, would make a big difference in achieving our objectives?

Trainer notes

Read to the group, slowly with emphasis.

This is what really interests us at the end of the day. This is what we call critical knowledge. KM is certainly not about managing every piece of knowledge in the organization. It should be about identifying what knowledge and key knowledge areas, or what the ISO 30401 KM Standard (2018) calls the "key knowledge domains," are critical to your current and especially your future needs so that we can apply collective and systematic processes and methods that will, in turn, make a big difference in achieving our objectives.

Tell the story:

An Asian container port had world-class logistics knowledge but really needed to identify and develop customer knowledge for survival in the face of fierce competition.

Ask:

Do any of you have similar experiences to share with the group?

Discuss if necessary.

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

Transition to next slide

Just before we do that, though, let's dispel a few of the myths about KM that are circulating.

Slide 18: KM Myths

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

Using Knowledge to Increase Productivity, Profitability, and Growth — Module 3 — 18

Key message

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

Trainer notes

1. The first myth is that KM is just another fad, yet another initiative in the age of initiative-itis!

We hope you agree with us, from the earlier discussion we had on creating, sharing, and applying knowledge, that knowledge 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 or perhaps even more so than today. Despite what some may say, KM is not a fad: it is a discipline based on timeless principles.

2. KM is a new technology. Well, it certainly was, initially, new technologies, not least the Worldwide Web, that provided us with the potential to work with knowledge in radically new ways. But KM is 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, better protecting knowledge, embedding KM processes into work practices and processes, and using new technologies to support and enable new ways of knowledge working.

3. KM is about codifying knowledge. For some organizations, codifying critical knowledge to better share and apply it is a key part of KM, but it's just a part. KM is equally interested in creating, surfacing, and transferring knowledge that is in people's heads. This tacit knowledge, as we call it, is by far the most important type of knowledge.

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

4. KM is a new HR initiative. Although KM may exist in some HR departments and often also exists in many IT departments, to be truly effective it needs to embrace the whole of the organization and, ideally, integrate HR, IT, and business process disciplines.

5. <u>KM is extra work</u>. If KM is perceived as extra work in addition 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 just another initiative extra to their work, it is doomed to failure or will achieve only mediocre, rather than extraordinary, results.

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. Everyone must be interested in both contributing to and accessing the best organizational knowledge.
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 19: Historical Generations of KM

Using Knowledge to Increase Productivity, Profitability, and Growth   Module 3

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-organizational KM

19

Key message

It is often said that there are several historical generations of KM. Let's take a closer look at historical developments.

Trainer notes

1st Generation: ICT/Web-based systems. The technologies came first and as mentioned earlier, provided the potential to work differently. But the technologies, especially the collaborative technologies, in themselves, are not sufficient for effective KM. The first generation of KM appeared in the early 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 working and research. This started in the mid-1990s and began to provide some useful value. Whereas Generation 1 was technology based, Generation 2 was far more team- and people-based.

3rd Generation: KM-enabled Processes. Partially as a result of innovative and iterative process redesign, in the mid 1990s, due to a better understanding of the processes of learning and learning organizations and emerging technologies that allowed innovative new process design, the 3rd Generation of embedding and enabling new KM processes began to appear around 2000.

4th Generation: Strategic Enterprise KM. In 2000 and beyond 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 for all organizations. This generation of KM started around 2001.

5th Generation: Inter-Organizational KM. For the past few years, the more enlightened organizations have realized that although KM is critical across the organization, it becomes even more valuable when it is implemented across several organizations, creating more effective clusters, communities, and, ultimately, more dynamic knowledge-driven and knowledge-based economies and societies. We now refer to inter-organizational KM as a part of knowledge ecosystems. The method for managing valuable knowledge with suppliers/partners is critical and it also started around 2000.

Thus, 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 this discipline.

That takes us to the current status, which we are presenting throughout this KM Program. In the next module, Module 4, we will be looking at the latest APO KM Framework and Implementation Approach.

Transition to next slide
So now, let's take a look at common KM concepts and processes.

Slide 20: Module Outline

Trainer notes

To understand 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 that, let's remind ourselves once again of one of the key aims of this KM Program.
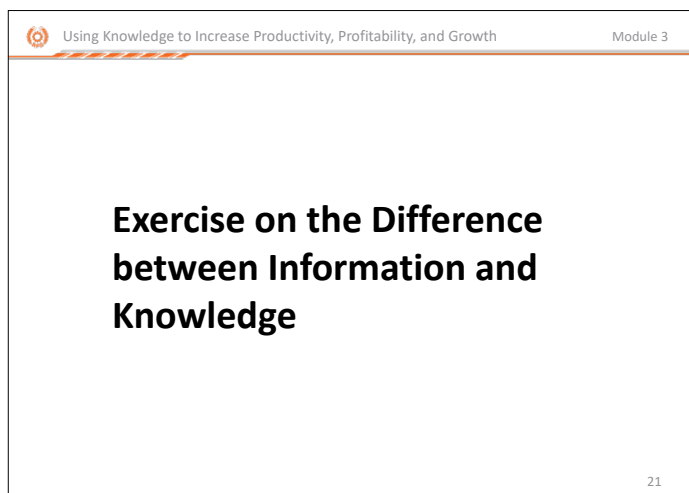
Key message

In this KM Program, our aim is to demystify KM and present you with some SIMPLE, PRACTICAL, EASY TO USE and 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 your organization to perhaps include customers, suppliers, strategic partners, communities, professional networks, and show how this contributes to society as a whole.

Transition to next slide

Let's begin by first discussing the differences between information and knowledge.

Slide 21: Exercise on the Difference between Information and Knowledge

Trainer notes

Many people ask "What's the difference between information and knowledge?" Here is a way to understand the difference between the two.

Draw two icebergs on a flipchart and label the smaller visible tips appearing above the surface of the water as "explicit" knowledge. Label the larger, more deeply submerged parts "tacit" knowledge. Explain that we have deep tacit knowledge and when we wish to transfer knowledge to another person, we make part of it explicit (in a speech, a book or email, or a presentation, etc.). Draw a line between the two explicit tips of the icebergs and label it "information." Discuss how our explicit knowledge is really information provided to the recipient until they choose to internalize it and add it to their own knowledge.

Key message

We have far more tacit knowledge than we can ever make explicit. If someone already knows what you are communicating, then both parties know. If someone does not know what you are communicating, it is information to them until they have gone through the learning process to internalize and add it to their knowledge. To human beings, knowledge is internal and information is external.

Transition to next slide

So let's summarize this by saying:

Slide 22: Information and Knowledge

Trainer notes

We know that knowledge resides in our heads. It is the result of all 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 someone else, we do this by first making our tacit knowledge explicit in some form which can be communicated as information. For example:

a) Speaking to someone

b) Writing to someone in some form, e.g., email, letter, document, book, article

c) Presenting pictures, graphs, models, and illustrations

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

Transition to next slide
To better understand and look at the evolution of knowledge…

Slide 23: The Evolution of Knowledge
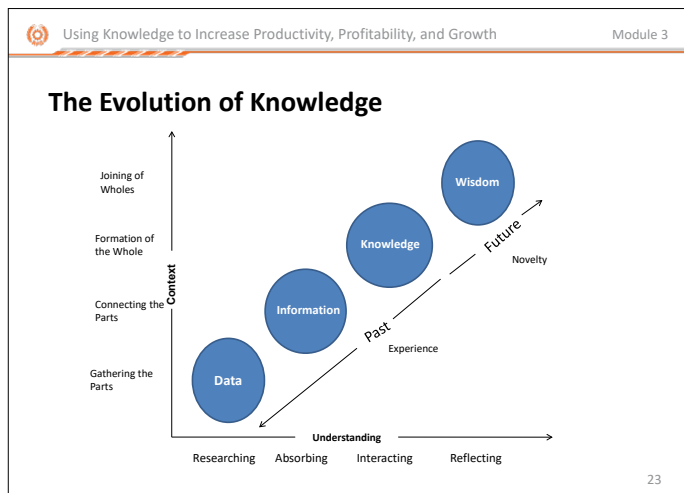
1. Let's think about the evolution from data to information to knowledge to wisdom.

A) Data can be thought of as a set of facts and/or figures with no particular context which is often available through research. It is a collection of parts.

B) Information can be thought of as data organized into a more meaningful context. It is an absorbing process. Information can be seen as a connecting of disparate parts.

C) Knowledge is the sum of all data and information, learnings, ideas, beliefs, experiences, etc. into "wholes."

D) Wisdom may be thought of as the joining together of "wholes." This may be through rational processes, insights, and even intuition.

Key message
Data, information, knowledge, and wisdom are evolutionary processes.

Transition
Knowledge transfer is a vital aspect of Knowledge Management. 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 also transfer tacit to tacit but that requires more social interaction.

Let's see how the knowledge transfer process works in our daily work.

Slide 24: The SECI Model: Modes of Knowledge Transfer
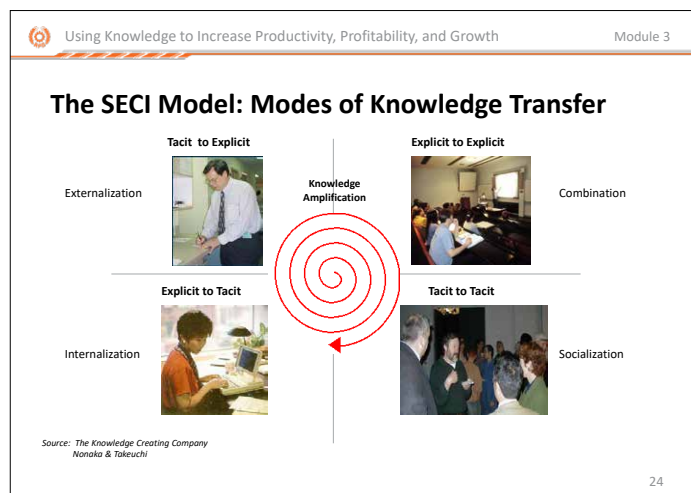
Key Message

Professors Ikujiro Nonaka and Hirotaka Takeuchi suggest, in the SECI model, that although all four modes of knowledge transfer are happening all the time, encouraging more social networking through the office environment, collaborative team working, or the water cooler, a coffee shop, or a restaurant, etc. can significantly accelerate and amplify tacit and explicit knowledge and knowledge transfer within an organization.

Trainer notes

Two Japanese professors, Ikujiro Nonaka and Hirotaka 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 according to what the authors call the SECI model. SECI is an acronym for the four modes of knowledge transfer: Socialization, Externalization, Combination, and Internalization.

1. "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.

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

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

3. "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.

4. "Socialization" is the more immediate, direct tacit-to-tacit mode of knowledge transfer. In the picture, a group of people are discussing an issue more rapidly and more intensely than in the "Combination" mode. This enables information to also be communicated through body language in a richer form. People in social interactions also 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 do an exercise that will illustrate the SECI model of the four modes of knowledge transfer and knowledge amplification.

Slide 25: Exercise on Tacit and Explicit Knowledge

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 privately for 5 minutes. Then we will ask you to work as part of a team for 15 minutes. Now 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?

How many of you are familiar with Coca Cola?

How many of you are familiar with McDonalds?

How many of you are familiar with Kentucky Fried Chicken?

For the first part of the exercise, I would like you to personally draw each of these famous global brands into the four boxes (no sharing with others).

5 minutes later:

Now go to your team flipchart and work together for 15 minutes to produce a team version of the famous global brands.

Debrief

- Score your individual and team efforts out of a maximum of 10 points each.

- The quality of the team result is always much better.

- 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 26: Knowledge Assets

Using Knowledge to Increase Productivity, Profitability, and Growth   Module 3

Knowledge Assets

26
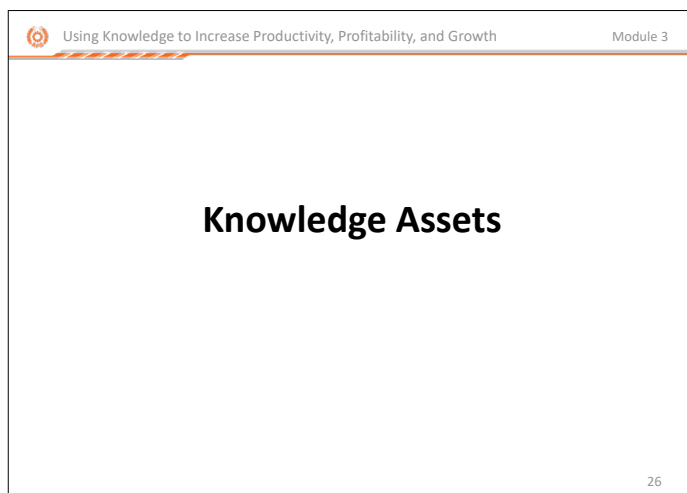
Key Message

Knowledge, which is in our heads, cannot really be measured. It's too fuzzy. However, knowledge assets can be both measured and managed.

Trainer notes

We are all familiar with the word "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. Since the most valuable and up-to-date knowledge, tacit knowledge, resides in people's heads, accordingly people are key knowledge assets as individuals, teams, networks, communities, and organizations, etc.

But knowledge which is made explicit and which is perhaps codified as documents, process descriptions, policies and procedures, good practices, software, books, training programs, etc., also constitutes key knowledge assets.

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." Many of the characteristics and discipline of professional asset management can be applied to knowledge asset management as well.
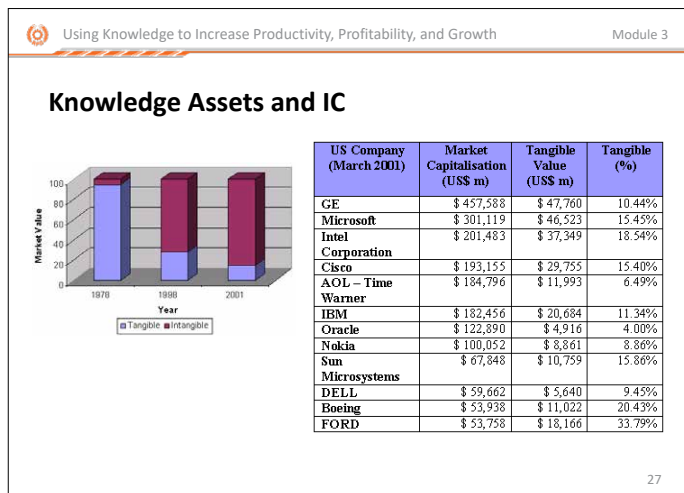
Take a flip chart. You may want to note in your participants' guide the three categories of knowledge assets that are being used extensively. (Write)

• Human knowledge assets

• Structural knowledge assets

• Relational, stakeholder, or social knowledge assets

Transition to next slide

Even more importantly, knowledge assets are now recognized as the key and critical unique competitive asset in many knowledge-driven organizations today.

Slide 27: Knowledge Assets and IC

Within the slide:

Using Knowledge to Increase Productivity, Profitability, and Growth   Module 3

Knowledge Assets and IC

US Company (March 2001)	Market Capitalisation (US$ m)	Tangible Value (US$ m)	Tangible (%)
GE	$ 457,588	$ 47,760	10.44%
Microsoft	$ 301,119	$ 46,523	15.45%
Intel Corporation	$ 201,483	$ 37,349	18.54%
Cisco	$ 193,155	$ 29,755	15.40%
AOL – Time Warner	$ 184,796	$ 11,993	6.49%
IBM	$ 182,456	$ 20,684	11.34%
Oracle	$ 122,890	$ 4,916	4.00%
Nokia	$ 100,052	$ 8,861	8.86%
Sun Microsystems	$ 67,848	$ 10,759	15.86%
DELL	$ 59,662	$ 5,640	9.45%
Boeing	$ 53,938	$ 11,022	20.43%
FORD	$ 53,758	$ 18,166	33.79%

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Trainer notes

In Module 1 we introduced the notion of knowledge assets. Let's recap this important point and, as further evidence of the increasing value of knowledge assets in an organization (which is often also referred to as intellectual capital), consider this slide.

It shows that over a 20-year period, the value of knowledge assets (intellectual capital) in organizations publicly listed 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.).
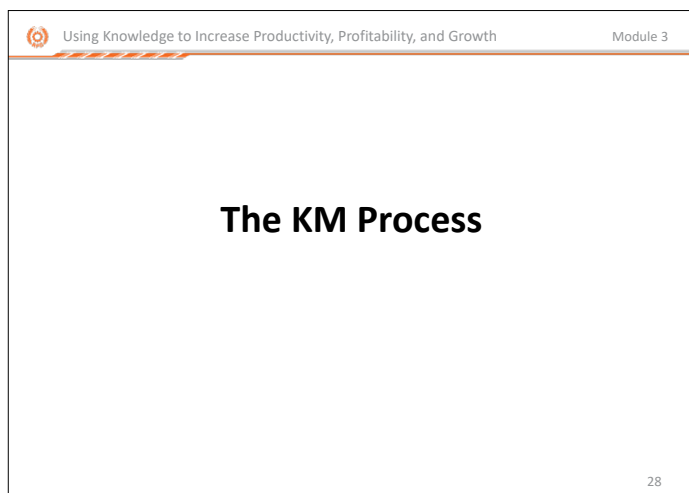
Key Message

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 28 The KM Process

Key Message

Collective and systematic KM processes 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.

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 the knowledge process. The knowledge process 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 key knowledge assets.

Transition to next slide:

Let's take a look at the five basic steps of the KM Process.

Slide 29: The Five Steps of the KM Process

The Five Steps of the KM Process

1. Identify
2. Create
3. Store
4. Share
5. Apply

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Key Message

Embedding the five steps of 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, value to citizens, and growth.
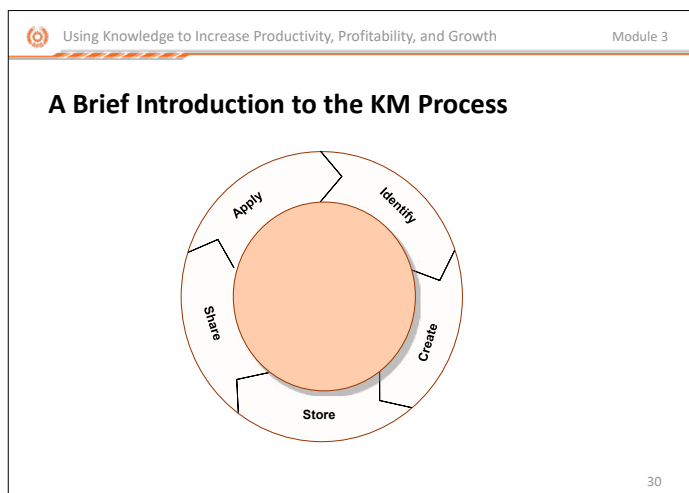
Trainer notes

The basic KM process can be viewed as having at least five steps. Briefly, they are:

1. Identify: this step means identify the critical knowledge that is important for you to capture and/or develop.

2. Create: this step means perform the best practices and processes and use the best tools for creating new knowledge.

3. Store: this step means use the best tools and environments to store the knowledge effectively.

4. Share: this step means using the best practices, processes, tools, and techniques to transfer and amplify knowledge.

5. Apply: this step means using the best ways to access 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 30: A Brief Introduction to the KM Process

Key Message

Remember that the five steps in the KM Process are really five dynamic, interconnected and interrelated parts of a virtuous process that is both holistic and scalable, as we will see more clearly in Module 4.

Trainer notes

A better way to view the process and its component parts is to think of it as a circular and ongoing activity, as described in the slide. But in addition, 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 consecutive steps.

It is with this in mind that the APO developed its holistic and scalable 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 Module 4, 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 31: The KM Process

The KM Process

The KM Process, embedded in work practices, transforms the organization….

From episodic learning and innovation

To continuous learning and innovation

Using Knowledge to Increase Productivity, Profitability, and Growth — Module 3

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Key message

The strategic aim of effective KM is to transform the organization from one based on episodic learning, knowledge management, and innovation to one that practices continuous learning, knowledge management, and innovation.

Trainer notes

Without a collective and systematic KM process embedded in your organization, your knowledge capture, creation, transfer, and application will be episodic. That is to say, it will occur from time to time during special events, projects or circumstances.

With a collective and systematic KM process embedded in your organization, your knowledge capture, creation, transfer, and application will be continuous. That is to say, it will occur every day, all the time, and everywhere throughout your organization.

Transition to next slide

We have had a brief look at the difference between information and knowledge and at different types of knowledge, especially tacit and explicit knowledge, and touched on the importance of knowledge assets. We have just had an overview of the continuous KM process. Let's now take a quick look at some key KM tools and technologies.

Slide 32: KM Tools and Technologies

(@) Using Knowledge to Increase Productivity, Profitability, and Growth	Module 3

KM Tools and Technologies

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Transition to next slide

APO has published a *"Knowledge Management Tools and Techniques Manual."* We strongly recommend that you download this free ebook from the APO website, as it contains around 20 of the most essential KM tools and techniques that every organization should seriously consider when starting a KM initiative.

But now let's take a look at just a few of the more significant KM tools and techniques.

Slide 33: KM Tools

Key Message

There are many KM methods and tools and new ones are emerging rapidly. This is because the discipline of KM is relatively young and growing all the time, and new technologies are appearing every year. However, some KM methods and tools are considered fundamental to all KM initiatives, and we would like to make you aware of them.

Trainer notes

This is a brief introduction to just a few of the key KM methods and tools. We will go into greater detail in Module 5 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 realize that they have already been practicing some form of KM. Some organizations have not even started the KM journey, so it's useful to conduct a KM assessment survey at the beginning of the KM initiative, during the initiative, and at the end of the first phase. Normally, the assessment is a multiple-choice questionnaire that respondents can complete manually or online.

A KM assessment survey can also be conducted through interviews and workshops.

2. Peer Review

Before conducting a new project, for example, and especially if it is an expensive project, a peer review may be a wise investment. A peer review involves bringing together people in the organization who have done this or a similar project before. 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) captures is learning after the event. AARs can be embedded into the role of effective project management. When conducting an AAR, the project manager may ask the following questions:

- What were the objectives?

- What did we actually achieve?

- Why were there differences?

- What lessons can we learn from this?

- What can we do better next time?

4. Knowledge Portal or Knowledge Platform

A very effective tool to assist with the capture, creation, transfer, and application of knowledge is a knowledge portal or, as it is more often called today, a knowledge platform. In essence, a knowledge platform is more than an information portal or an intranet. A knowledge portal/platform is designed around the key knowledge assets of the organization that are needed to enable the organization to better achieve its objectives. Therefore, navigation and use of the knowledge portal/platform are designed around the creation, transfer, and application of knowledge assets.

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

Transition to next slide

Now let's take a brief look at other significant KM technologies supporting 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 5 of this KM Program.

Slide 34: Some New KM Technologies

Key message

There is no shortage of technologies to support the KM process of creating, transferring, and applying knowledge. But the technologies by themselves alone will not perform the collective and systematic KM processes that need to be embedded in the organization's work practices.

Trainer notes

There are many KM technologies and they continue to emerge rapidly. Here is a brief introduction to a few of the key web-based KM technologies and the roles they play. We will go into greater detail in Modules 4 and 5 of this KM Program.

1. Search Engine

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

2. Alert Engine

By setting up a keyword or a series of keywords as a sort of standard and repetitive search, the alert engine will automatically send you, usually via 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 learnings, insights, opinions, comments, etc. within a team, an organization, or globally on the Worldwide Web.

4. RSS Feed

RSS stands for "Really Simple Syndication." If you are interested in a particular website or websites, or blogs, you can subscribe to them automatically through an RSS feed and whenever there is a new addition or change you will be automatically notified, usually via email. Alternatively, you can simply subscribe to any Web page of interest.

5. Blog Reader

If you are interested in reading several websites or blogs you can use a blog reader or blog

aggregator to automatically find and aggregate all the blogs and websites that interest you into one reader tool.

6. Wiki

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

7. Video and picture repository

Transferring knowledge through video and/or together with pictures is a much richer and more effective way to transfer knowledge than just words, text, emails, 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 tighter interest and professional networks. 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 this moment are:
www.linkedin.com   www.facebook.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 we place more emphasis on multimedia databases organized around key knowledge assets. These are known as knowledge bases.

10. Knowledge Portal/Platform

A knowledge portal/platform will integrate all the knowledge around the knowledge assets. Knowledge portals/platforms 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.

In 2012, more machine intelligence began to appear. In the future, we expect that smart/intelligent tools /virtual assistants will greatly increase support for the knowledge worker.

Transition to next slide

Now let's take a brief look at what we mean by "knowledge taxonomy" and how this contributes to effective, collective, and systematic organizational knowledge management.

Slide 35: Knowledge Taxonomy

Using Knowledge to Increase Productivity, Profitability, and Growth   Module 3

Knowledge Taxonomy

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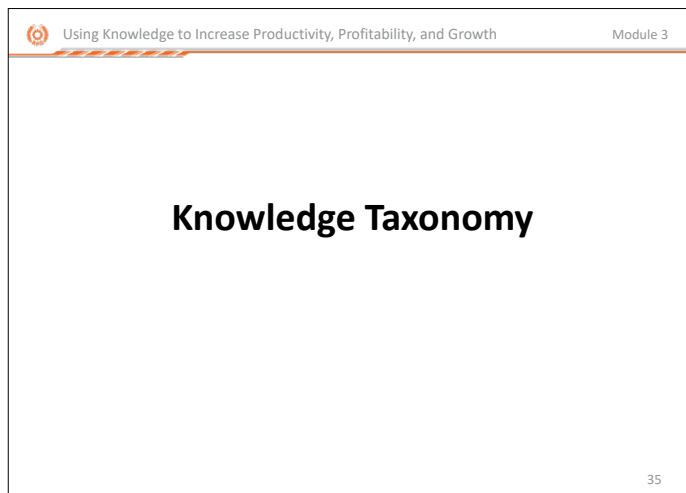
Key message

In KM circles, we are interested in classifying knowledge areas and key knowledge types and knowledge assets. This way, we can create, develop and design a more meaningful knowledge asset directory and measurements, and we can develop more meaningful knowledge creation, transfer and application tools to enable this. 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 a "classification" of living and extinct organisms.
In KM terms, a taxonomy is:

- Useful for categorizing knowledge

- Useful for finding and retrieving knowledge faster

- More efficient for search engines

- For manageable for knowledge workers

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

Transition to next slide

Let's now take a brief look at effective organizational Knowledge Management and the key knowledge areas in taxonomy.

Slide 36: Organizational Knowledge Management
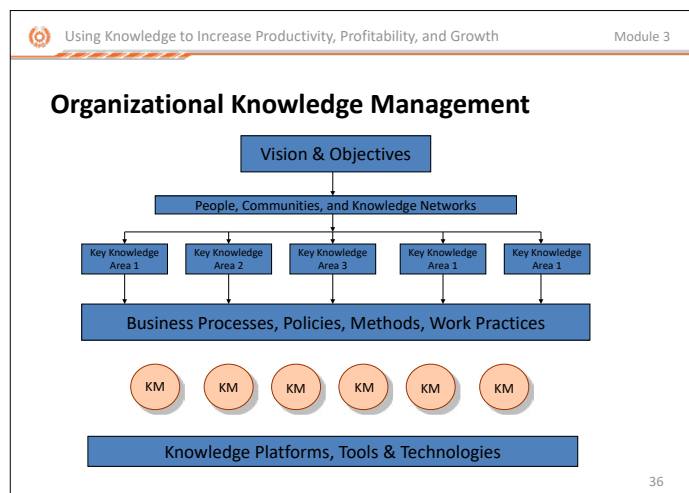
Key Message

The key message here is that, for a knowledge-based and/or a knowledge-driven organization, the people, the processes, and the technologies must be strategically organized and aligned around the key knowledge areas or domains, and the knowledge in each area must be organized to create a comprehensive knowledge taxonomy. Work must be redesigned and reorganized 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, which, if they could be much better created, transferred, and applied, would make a big difference to achieving and/or exceeding the organization's objectives?" For example, one key area of knowledge could be "customer knowledge" or "our employees' competencies and skills." 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, people can be better organized into teams and Communities of Practice (COP). It is normally recommended to start with one COP per 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 37

**SIMPLE
PRACTICAL
EASY TO USE
EXTREMELY POWERFUL**

37

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 absolutely convinced that they simply cannot go back to the old way of working.

Think about this. Could you do without your mobile phone, email, and connection to the Web? The same goes 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 said to be the first person to use the term "knowledge worker."
In the 1960s, he said…

Slide 38: Knowledge Work

Key message

"The most important, and indeed truly unique, contribution of management in the 20th century was the 50-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 39: Module Outline

Module Outline

· Positioning of KM in the context of Productivity and Quality initiatives
  - Some evergreen business principles

· Understanding KM
  - KM definition
  - KM myths
  - Historical generations of KM
  - Current status

· 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

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Trainer notes

Go through the slide, reminding participants 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 concerns that you would like to discuss?

Discuss

Transition to next slide

OK, let's summarize this module together.

Slide 40: What is KM? A Summary

Using Knowledge to Increase Productivity, Profitability, and Growth   Module 3

What is KM? A Summary

· Positioning of KM in the context of Productivity and Quality initiatives

· Understanding KM

· Understanding common KM concepts and processes

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Trainer notes

In your assigned group, discuss this module. Each group should write the four most useful and valuable new learnings the group had on a flipchart and explain briefly why this was so. Also, let us know if there a one or two group questions that you would like answered.

You have 15 minutes for this part of the exercise.

Groups discuss

(Add the other key points of the summary derived from the key messages in this 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

• Common KM concepts and processes

Transition to next slide

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

Slide 41: End of Module 3

End of Module 3

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Trainer notes

This concludes Module 3.

MODULE 4: APO KM FRAMEWORK

Module Objectives

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

1. Understand the APO's definition of KM

2. Understand the APO KM Framework

3. Understand the essential elements for the successful implementation of KM in organizations

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

Methodology
Lecture, discussion, workshop

Module Topics/Sessions & Duration

Module Topics/Sessions		Duration
Background & Purpose of Framework		15 min.
APO's Definition of KM		15 min.
APO KM Framework	Perception exercise	30 min.
	Accelerators	15 min.
	Discussion on the most important accelerator	30 min.
	Knowledge process	30 min.
	Knowledge process exercise	60 min.
	Learning and innovation	15 min.
	KM outcomes	30 min.
	Discussion on the framework	30 min.
Summary		15 min.
	TOTAL	4 hrs. and 45 min.

Teaching Aids
Projector, laptop, whiteboard, easel sheets, markers, PowerPoint presentation, facilitator's guide, participants' guide, sheets of blank paper

Slide 1: APO KM Framework
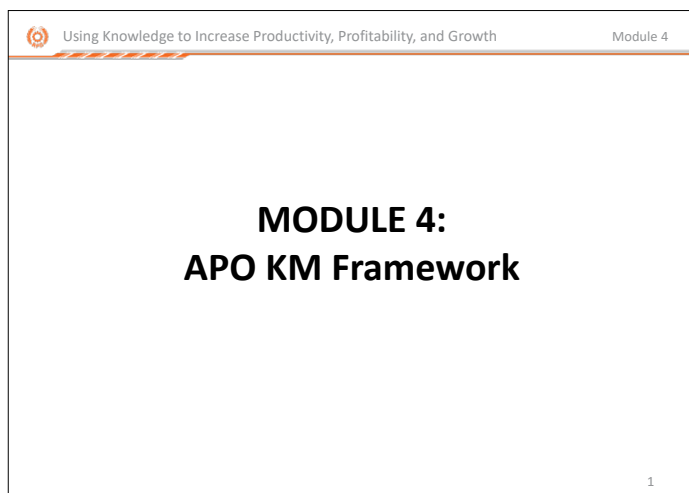
Key message

This slide introduces the title of the module.

Trainer notes

- Introduce yourself

- This module introduces you to the APO KM Framework

- It is the fourth of five modules.

- We have so far covered:

  - Module 1: Introduction (we looked at the Knowledge Economy and its implications for the organization)

  - Module 2: Why KM? (we understood the benefits of KM and introduced some case studies)

  - Module 3: What is KM? (we provided a broad understanding of KM)

- Now we will be looking at APO's definition of KM, introduce you to the APO KM Framework, and go through the various elements in the framework in detail.

Transition to next slide

Let's take a look at the Objectives for this module.

Slide 2: Module Objectives

Module Objectives

- Understanding APO's definition of KM

- Understanding the APO KM Framework

- Understanding the essential elements for successful implementation of KM

2

Key message

The three objectives of the module

Trainer notes

- There are three key objectives for this module.

- First, it is important to understand Knowledge Management in the context of the APO. Since there are several definitions of KM, we need to have a shared understanding of KM in APO member countries.

- 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 the various elements of the APO KM Framework in detail, to ensure successful implementation of KM in your organization.

Transition to next slide

To do this, we will be presenting the following topics to address the key objectives.

Slide 3: Module Outline

Module Outline

▪ **Background and Purpose of Framework**

▪ **APO's Definition of KM**

▪ **APO KM Framework**
  - Major Elements of the Framework
    ▪ Vision and Mission
    ▪ Accelerators
    ▪ Knowledge Process
    ▪ Outcomes

3

Key message

The four topics of the module

Trainer notes

- We will highlight the background and purpose of 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 KM definition, we will then introduce the APO KM Framework and go through each element of the Framework in detail.

Transition to next slide

So let's start with looking at the background and purpose of the APO KM Framework.

Slide 4: Background and Purpose of Framework

Using Knowledge to Increase Productivity, Profitability, and Growth	Module 4

Module Outline

▪ **Background and Purpose of Framework**

▪ **APO's Definition of KM**

▪ **APO KM Framework**
 - Major Elements of the Framework
   ▪ Vision and Mission
   ▪ Accelerators
   ▪ Knowledge Process
   ▪ Outcomes

4

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 why the APO decided to create a KM framework.

Transition to next slide

Let's start by looking at the background of the APO KM Framework.

Slide 5: APO KM Framework: Background

Key message

Develop a framework that can be easily applied in APO member countries.

Trainer notes

• The development of the Framework started in September 2007.

• National KM experts from several member countries including the Republic of China, India, Japan, Malaysia, Philippines, Singapore, Thailand, and Vietnam were involved in the development of the Framework.

• Several frameworks, such as the APQC framework, the European framework, and the Australian framework, were studied in the development process.

• The Framework was tested on various platforms and refined several times before being finalized and accepted.

• The team had two main considerations when developing the Framework:

  − First, that it be easily understood by APO member countries, i.e., the Framework should be self-explanatory.

  − Second, that it be applicable in any country and to any organization. The Framework is generic enough to be applied in any organization, regardless of whether it is in the public or the private sector.

  − APO tested the APO KM Framework and the module in various organizations, including small and medium enterprises (SMEs), large enterprises, and public sector organizations, and it works. The APO KM Framework which includes "Value for Citizens" in the Outcomes is especially for public sector organizations.

Transition to next slide

Let's look at the purpose of the Framework.

Slide 6: APO KM Framework: Purpose

Using Knowledge to Increase Productivity, Profitability, and Growth   Module 4

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 organizations of APO member countries in leveraging KM for their benefit

6

Key message

Highlight the critical factors for the successful implementation of KM.

Trainer notes

- Highlight the importance of KM to organizational success. As covered in Module 3, KM can make a difference for organizational success.

- The Framework helps organizations understand the critical elements necessary for the successful implementation of KM in organizations.

- The Framework can be applied in any economic sector to kickstart the KM initiative in an organization.

Transition to next slide

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

Slide 7: APO's Definition of KM

| Using Knowledge to Increase Productivity, Profitability, and Growth | Module 4 |

Module Outline

▪ Background and Purpose of Framework

▪ **APO's Definition of KM**

▪ APO KM Framework
  - Major Elements of the Framework
    ▪ Vision and Mission
    ▪ Accelerators
    ▪ Knowledge Process
    ▪ Outcomes

7

Trainer notes

• Show the slide highlighting the APO's definition of KM.

• So far, we have a general understanding of KM from Module 3. In this section, we will explain the APO's definition of KM.

Transition to next slide

So, let's start by looking at APO's definition of KM.

Slide 8: APO's Definition of KM

APO's Definition of KM

KM is an integrated approach for creating, sharing, and applying knowledge to enhance organizational productivity, profitability, value for citizens, sustainability, and growth.

8

Key message

APO's definition of KM

Trainer notes

- Read out the KM definition in the slide.

- In formulating the definition, the team had the following considerations:

  - It must be easily understood

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

- Highlight the key terms in the definition:

  - Integrated approach

    - It is a multidisciplinary system

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

  - These outcomes will spur overall productivity, improve quality of products and services and contribute to profitability, value for citizens, sustainability, and growth.

- This definition can apply to both profit-based and non-profit organizations.

Transition to next slide

Now that we have understood APO's definition of KM, we will look at the APO KM Framework.
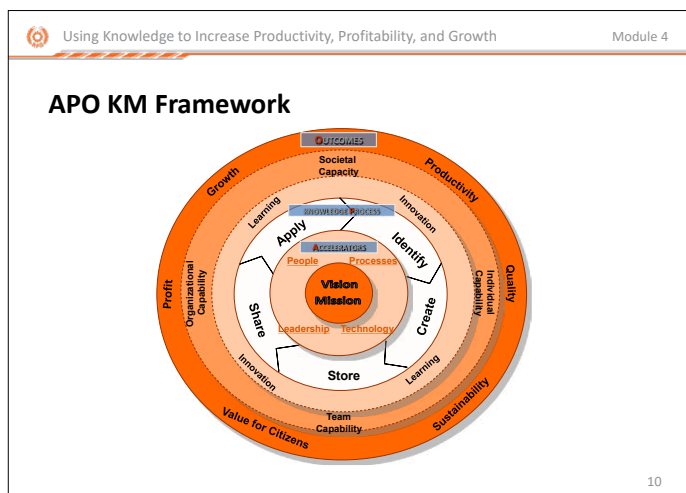
Slide 9: APO KM Framework

Trainer notes

- Show the slide highlighting the APO KM Framework.

- In this section, we will explain the various elements in the APO KM Framework.

Transition to next slide

Let's look at the APO KM Framework.

Slide 10: APO KM Framework

Key message
Gives participants an idea of the APO KM Framework.

Methodology
Group discussion and lecture

Trainer notes

- Show the APO KM Framework to participants by simply saying, without any further explanation, that this is the Framework that has been adopted by the APO.

- Break participants up into groups of four and five and have them discuss their understanding and interpretation of the Framework.

- Allow about 15 minutes for discussion, and ask them to nominate a spokesperson to share their group's understanding of the Framework.

- Get each group's spokesperson to present their understanding.

- Do not comment on their understanding of the Framework.

- Thank each group for their views.

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

Slide 11: APO KM Framework

Using Knowledge to Increase Productivity, Profitability, and Growth	Module 4

APO KM Framework

‧ Starts with 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

11

Key message

The three levels in the Framework

Trainer notes

- Explain that the starting point of the Framework is the circle in the center of the Framework, which is the vision and mission of the organization.

- Explain that the KM initiative needs to be closely aligned with organizational objectives.

- The vision and mission provide the organization's strategic directions.

- These elements help identify the core competencies required to achieve the organization's business objectives.

- They provide insights for designing the KM programs, 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:

  1. Accelerators

  2. Knowledge Process

  3. Outcomes

Transition to next slide

Let's look at the first level in the framework, which is the Accelerators.

Slide 12: Accelerators

Key message

Accelerators help to 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:

  1. Leadership, which drives the KM initiative in the organization

  2. Processes

  3. People

  4. Technology

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

Transition to next slide

Let's look at the first accelerator: leadership

Slide 13: Accelerators: Leadership

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

13

Key message
Leadership drives the KM initiative in the organization.

Trainer notes

• Explain that leadership is important for driving the KM effort in the organization.

• Without top management support, KM will not happen. (Provide examples if possible.)

• Top management ensure the alignment of the KM strategies and projects with the organization's business objectives.

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

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

• Studies have shown that leadership involvement and support are critical for the success of the KM initiative in the organization.

Transition to next slide
Let's look now at the second accelerator: technology

Slide 14: Accelerators: Technology

Accelerators: Technology

Using Knowledge to Increase Productivity, Profitability, and Growth   Module 4

Accelerators: Technology

· Accelerates the knowledge process through
  effective tools and techniques

· Tools such as collaborative workspaces enable
  participation across time and distance

· Provides a platform for retention of
  organizational knowledge

14

Key message

Technology enables KM implementation in the organization.

Trainer notes

- Technology accelerates the knowledge process by providing various effective tools and techniques, which assist in the creation, storing, sharing, and application of knowledge.

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

- In the case of tacit knowledge, technology facilitates online and offline collaboration, leading to better communication and sharing at both the formal and informal levels.

- Tools like collaborative workspaces enable participation, across time and distance, in the process of knowledge creation.

- Technology provides a platform for retaining organizational knowledge.

Transition to next slide

The third accelerator is: people

Slide 15: 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

· Knowledge cannot be treated as an organizational asset without the active and voluntary participation of the communities that are its true owners

15

Key message

People are users as well as 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 of tacit knowledge and even explicit knowledge until it is documented.

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

- 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 employees' willingness to share knowledge.

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

- Knowledge cannot be treated as an organizational asset without the active and voluntary participation of the communities that are its true owners.

Transition to next slide

Let's look at the last accelerator: processes.

Slide 16: Accelerators: Processes

Using Knowledge to Increase Productivity, Profitability, and Growth   Module 4

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, value for citizens, sustainability, and growth

· KM processes refer to the ways that an organization handles knowledge at various stages of its life in an organization

16

Key message

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

Trainer notes

- Processes refer to a flow of events that describe how things work in the organization.

- These are sequences of social and technological steps which can enhance the contribution of knowledge in the organization.

- Systematic and effectively designed processes can contribute to improving organizational productivity, quality, profitability, value for citizens, sustainability, 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 for the 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 rankings within each group and determine the ranking as a group.

- Present the ranking to the class, explaining how the ranking was arrived at.

- Summarize the discussion by mentioning that each of the accelerators is equally important.

Transition to next slide

These are the four accelerators that help speed up the KM initiative in an organization. Let's now

look at the next layer in the Framework, the knowledge process.

Slide 17: Knowledge Process

Key message

There are five stages in the knowledge process: Identify, create, store, share, and apply.

Trainer notes

• The knowledge process refers to the knowledge development and conversion processes.

• There are five steps in the knowledge process identified in the Framework:

a) Identify

b) Create

c) Store

d) Share

e) Apply

• Explain that there are other frameworks which have more than five steps (e.g., the European framework has five steps, others have nine steps). The five steps in the APO 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's now look at each of the steps in the knowledge process, starting with "Identify."

Slide 18: Knowledge Process Step: Identify

| Using Knowledge to Increase Productivity, Profitability, and Growth | Module 4 |

Knowledge Process Step: Identify

- Initial crucial step of the knowledge process
- Identifies critical knowledge needed to build the organization's core competencies
- Identifies the knowledge gaps in the organization

18

Key message

"Identify" is the initial crucial step in the knowledge process.

Trainer notes

- This is the initial crucial stage of the knowledge process, where 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 that happen.

- It includes an analysis of what knowledge is available and what knowledge is lacking (the 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 customers' 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 done properly before we can go on to the next step of creating new knowledge.

Slide 19: Knowledge Process Step: Create

Using Knowledge to Increase Productivity, Profitability, and Growth	Module 4

Knowledge Process Step: Create

・ Addresses knowledge gaps through knowledge
  conversion and generation of new knowledge

・ There are many ways to create new knowledge:
  ・ At the individual level
  ・ At the team level
  ・ At the organizational level

19

Key message

"Create" addresses the knowledge gap 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 Actions Reviews).

• At the department or organizational level: all innovation processes are aimed at creating new knowledge for products, services or even internal processes and procedures.

• Creation takes place within Research & Development by establishing expert groups like the so-called Communities of Practice, by recruiting experts, and by buying other companies.

• New solutions or great ideas are often not recorded for reuse or learning. Hence, these are lost by the organization and remain as individual knowledge.

Transition to next slide

In order to ensure that all new knowledge is not lost, it is important to store knowledge.

Slide 20: Knowledge Process Step: Store

Knowledge Process Step: Store

・Collect and preserve organizational knowledge

・There are various forms of storage

・Organized for easy retrieval

Key message

"Store" provides accessibility to the knowledge base.

Trainer notes

- In order to build up knowledge assets (knowledge capital, a knowledge base), knowledge needs to be embedded in the organization of its members.

- This does not always mean storing those assets in databases, since most knowledge will remain in the heads of people as so-called tacit knowledge.

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

- What will help is to make those 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 of the core knowledge process activities is to share knowledge.

Slide 21: Knowledge Process Step: Share

Using Knowledge to Increase Productivity, Profitability, and Growth   Module 4

Knowledge Process Step: Share

- Conduct 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

21

Key message

"Share" means fostering 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.

- Explicit knowledge can be added to databases or distributed via 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 the other via 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, in other words, apply knowledge.

Slide 22: Knowledge Process Step: Apply

Using Knowledge to Increase Productivity, Profitability, and Growth	Module 4

Knowledge Process Step: Apply

· 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

22

Key message

"Apply" translates knowledge into action.

Trainer notes

- Knowledge can only add value when it is being used in the organization. A lot of knowledge remains under-utilised. It's important to make sure that all efforts spent in the previous steps pay off.

- Application is the use and re-use of knowledge in the organization. It translates knowledge into action.

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

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

  a) First, the core activities must be aligned or integrated into the organizational processes and daily tasks.

  b) Second, the core activities must be carefully balanced in accordance with the specificities of each process and organization.

Transition to next slide

The knowledge process leads to learning and innovation as an intermediate outcome.

Slide 23: Learning & Innovation

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

Key message

The knowledge process enables learning and innovation at all levels of the organization.

Trainer notes

- The knowledge process enables learning and innovation at all levels and areas of 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 could be in the areas of new products, services, processes, markets, technologies, and business models.

- Learning and innovation help build individual, team, and organizational capabilities, which in turn lead to societal capacity.

- As recent years have shown how once well-established companies have fallen by the wayside only to be replaced by those which are the most innovative, it is clear that unless the organization creates a culture of innovation and incubates and ideates ideas, it cannot hope to succeed in today's economy. Indeed, as the success of Apple, Google, and Facebook shows, organizations that promote innovation and reward employees who come up with breakthrough ideas are the ones that are the most capable of thriving now.

Transition to next slide

Let's now look at the outcomes of the learning and innovation process.

Slide 24: Outcomes

Key message

There are two levels of outcomes.
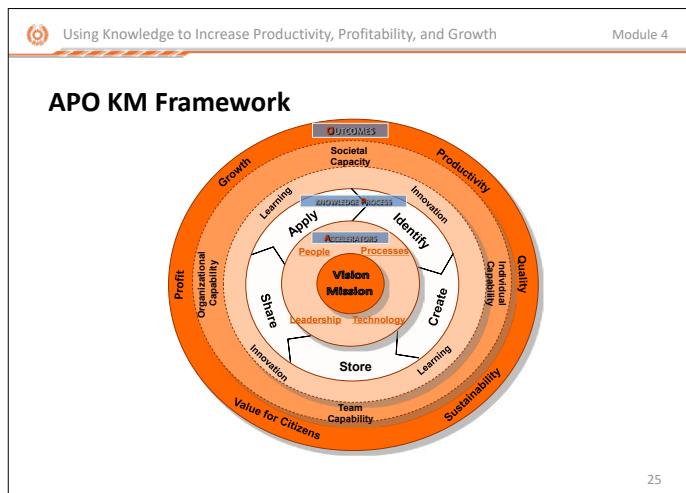
Trainer notes

- The expected outcomes of Knowledge Management initiatives are enhanced individual, team, and organizational capabilities and increased societal capacity.

- Together, these outcomes will spur overall productivity, improve product and service quality, and contribute to profitability, value for citizens, growth, and sustainability. Various strategies for optimally employing existing resources must be used so that a responsible and beneficial balance can be achieved over the longer term. Within a business context, economic sustainability involves using the assorted assets of the company efficiently to allow it to continue functioning profitably over time. A sustainable business may include any organization that participates in environmentally friendly or green activities to ensure that all processes, products, and manufacturing activities adequately address current environmental concerns while remaining profitable.

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

- Sharing of knowledge in a team enhances the **team's capabilities**. When individuals in a team are continually learning and sharing knowledge with each other, team capabilities are enhanced.

- **Organizational capability** focuses on improving internal processes and systems and core competencies and designing innovative strategies to achieve sustainable growth and competitive advantage. To do this, organizations need to leverage individual and team capabilities and collaborate with external stakeholders like 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 for seizing the enormous opportunities in society for growth and development.

- Public sector organizations are knowledge-based organizations and KM enables governments to formulate more effective policies and programs with increased transparency and public trust. KM can also deliver more efficient and better-quality services by maximizing productivity in terms of process, time, and cost, which translates into value for citizens.

Transition to next slide

We have covered all the elements in the Framework. Let's have another look at the APO KM Framework.

Slide 25: APO KM Framework

Trainer notes

- Show the slide highlighting the major levels of the APO KM Framework.

- Obtain feedback from participants if 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.

Transition to next slide

What have we learned so far?

Slide 26: Module Summary

Using Knowledge to Increase Productivity, Profitability, and Growth   Module 4

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

26

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 the critical elements 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 via collaboration and knowledge sharing have greater impact on organizational success.

- The Framework ensures that no important aspect of KM will be overlooked. At the same time, it reduces the variety and complexity of KM to manageable tasks.

Transition to next slide

We will look at the APO KM Implementation Approach in Module 5.

Slide 27: End of Module 4

End of Module 4

27
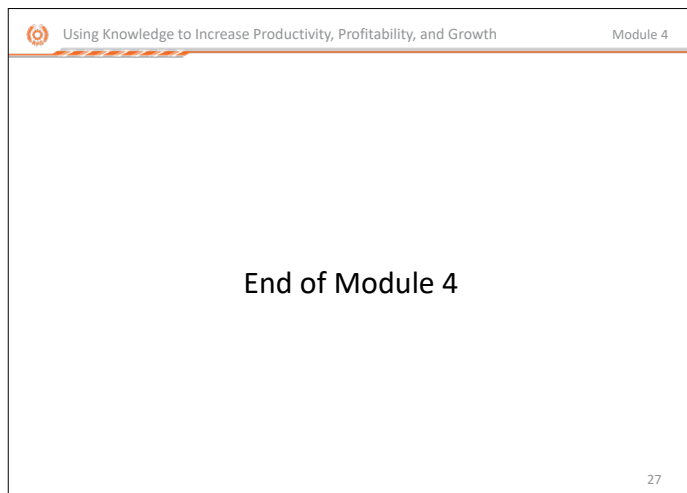
Trainer notes

• This concludes this module.

• Thank participants for their attention and participation and close the module.

MODULE 5: KM IMPLEMENTATION APPROACH

Module Objectives

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

1. Develop competence in applying the framework and approach

2. Formulate an action plan for implementation

Key Message

After being introduced to the Knowledge Economy, what is KM, why the need for KM, and the APO KM Framework, it is time to learn how to apply KM.

Teaching Methodology

Lecture, Discussion, Case Study, Workshops

Module Topics/Sessions & Duration

Module Topics/Sessions			Duration
Management of Learning (Days 3–5)			45 min.
Different approaches to implementation			20 min.
APO KM Implementation Approach	Discover	Assessment tool based on APO framework	2 hrs. 40 min.
		Business case	1 hr. 35 min.
	Design	KM Strategy	1 hr. 40 min.
		Identify potential programs	1 hr. 15 min.
		Design processes in relation to programs	30 min.
		Implementation plan	1 hr. 45 min.
	Develop	Expected outputs of the stages of APO KM Implementation Approach	5 min.
		The pilot testing process	45 min.
		Workshop and presentation of results	1 hr. 35 min.
		After activity review and use of results	20 min.
	Deploy	Deployment process	60 min.
		Success factors in deployment	15 min.
		Addressing resistance	45 min.
		Formulating a communication plan	60 min.
		TOTAL	2.5 days

Teaching Aids

Projector, laptop, whiteboard, easel sheets, markers

Slide 1: APO KM Implementation Approach

| Using Knowledge to Increase Productivity, Profitability, and Growth | Module 5 |

MODULE 5:
APO KM Implementation Approach

1
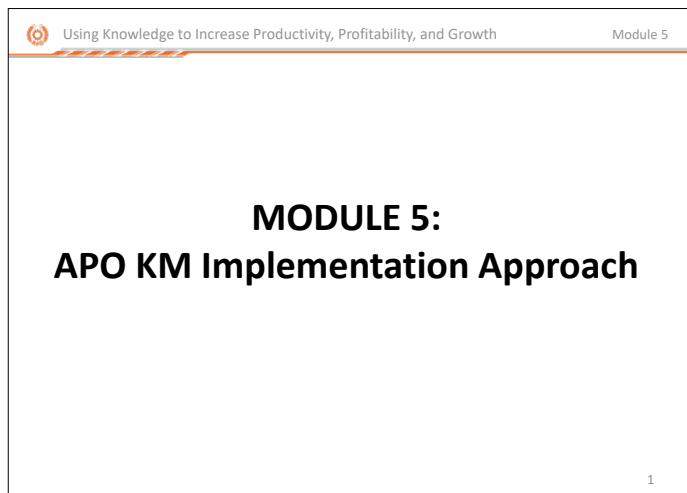
Key message

This slide introduces the title of this module.

Trainer notes

- Introduce yourself.

- This is Module 5 and it is about KM implementation approaches.

Transition to next slide

At this point, let's take a look at the modules that we have already covered.

Slide 2: Modules

Key message

This slide's key message is a rundown of the five modules.

Trainer notes

- Module 5 is the last of the modules.

- For the past two days you have been provided with an overview of the knowledge economy, why there is a need for KM, what KM is, and the APO KM Framework.

- Today, we are going to learn how to apply KM.

Transition to next slide

Now let's look at the learning objectives for this module.

Slide 3: Module Objectives

Using Knowledge to Increase Productivity, Profitability, and Growth   Module 5

Module Objectives

· Develop competence in applying the KM
  framework and approach

· Formulate an action plan for implementation

3

Key message

The two objectives of Module 5

Trainer notes

• There are two learning objectives for this module

• The first is enabling participants to acquire knowledge and skills in applying the APO KM Framework and the appropriate KM tools and approaches; and,

• The second is making use of these learnings in mapping out a plan of action for implementing KM.

Transition to next slide

Now let's look at the topics for this module.

Slide 4: Module Outline

Using Knowledge to Increase Productivity, Profitability, and Growth   Module 5

Module Outline

· Developing competence in applying 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

4

Key message

The major topics covered under each of the two objectives for Module 5

Trainer notes

- Given the learning objectives for this module, let me walk you through the topics we are going to discuss.

- For the first objective, we will look into the different approaches to implementation as well as examples of companies that have adopted these approaches.

- Next, you will be guided through the first two of the four stages of KM Implementation: Discover and Design.

- You will also be introduced to an assessment tool for determining an organization's readiness for KM.

- To help you better appreciate these first two stages, we will use the workshop method, including for the Assessment for KM Readiness. For the assessment, you will evaluate your own organization rather than taking an external case study.

The topics under the Discover and Design stages will be taken up afterwards.

Transition to next slide

Now let's look at the first topic under the first objective.

Slide 5: Module Outline

Module Outline

- Developing competence in applying 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

5

Key message

The first topic under the first objective for Module 5

Trainer notes

 For our objective of developing competence in applying the framework and approach, our first topic describes different approaches to KM implementation.

Transition to next slide

Let's see what these different approaches are.

Slide 6: The Top-Down KM Approach
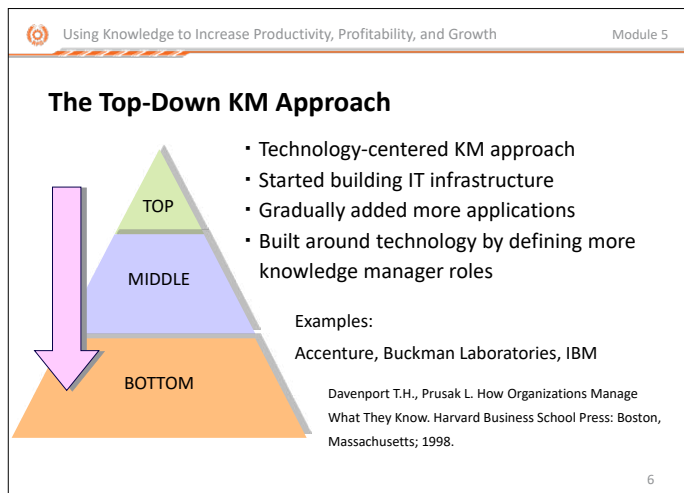
Key message

The top-down KM approach

Trainer notes

- There is no single approach to implementing KM. It really all depends on the need for KM and the drivers or enablers (or accelerators) that will ensure successful implementation.

- The top-down approach is also known as the technology-centered KM approach. This is the most common approach because usually the investment in technology (KM Platform) represents the single biggest overt investment the company makes in Knowledge Management. Therefore, the thrust is to get everyone to use the KM Platform and justify the investment.

- One example of a company using this approach is *Accenture (formerly Andersen Consulting)*. Its KM efforts center on its *"Knowledge Xchange"* (KX) system.

  - Started by building an IT infrastructure: a KM System

  - Gradually added more applications in addition to the system

  - Once the technology was in place, Andersen built around the 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 are *IBM and Buckman Laboratories.*

- In the case of SMEs in the Philippines, not all have IT infrastructure. KM would most probably need to be driven from the top. KM would most likely be considered by SMEs which 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

Now let's consider the next approach.

Reference

Davenport T.H., Prusak L. How Organizations Manage What They Know. Harvard Business School Press: Boston, Massachusetts; 1998.

Slide 7: The Bottom-Up KM Approach
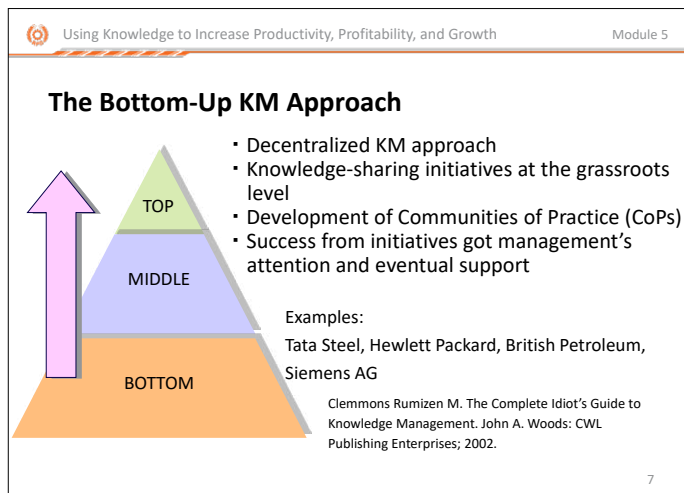
Key message

The bottom-up KM approach

Trainer notes

- The bottom-up approach is also known as the decentralized KM approach.

- Examples include *Siemens AG* and *TATA Steel* which started by providing support for knowledge sharing initiatives at the grassroots level.

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

    - Communities of Practice (CoPs) refer 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 E., McDermott R.A., Snyder W. Cultivating Communities of Practice). Harvard Business Review Press. 2002.

    - As they say, "birds of the same feather flock together".

- Other examples are *Hewlett Packard*, which also started from CoPs which they call learning communities, while *British Petroleum* began with a virtual pilot team.

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

Transition to next slide

Let us now consider the next approach.

References

1. Clemmons Rumizen M. The Complete Idiot's Guide to Knowledge Management. John A. Woods: CWL Publishing Enterprises; 2002.

2. Wenger E., McDermott R.A., Snyder W. Cultivating Communities of Practice). Harvard Business Review Press. 2002.

Slide 8: The Middle-Out KM Approach

Using Knowledge to Increase Productivity, Profitability, and Growth   Module 5

The Middle-Out KM Approach

- A centralized KM group is created to facilitate the KM program,

Examples:
AFCONS Infrastructure, Infosys Technologies Ltd., Asian Development Bank

Jennex M.E. Case Studies in Knowledge Management. Idea Group Publishing; 2005. KM brochure, 2006. ADB website.

TOP

MIDDLE

BOTTOM

8

Key message
The middle-out KM approach

Trainer notes:

- Another approach is the middle-out KM approach.

- A recent example is *AFCONS Infrastructure, India*. The company realized that a top-down KM model would not fit with their largely decentralized nature since they have many large infrastructure projects running at the same time. On the other hand, a bottom-up approach would only lead to selective knowledge diffusion and application and might not be able to address 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. It included

  – An experienced Knowledge Management Consultant (to help identify, introduce, and implement the right KM processes and guide the creation of a knowledge-sharing culture)

  – A content-management team (to handle content-related issues and develop the knowledge domains)

  – A process expert team (to integrate the KM processes with the core business processes); and

  – A technology team (to build and maintain the technical infrastructure)

  – This implementation became a major success story, with the company winning the Most Admired Knowledge Enterprise (MAKE) Award.

- 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 technical support and direction for

KM activities ADB-wide.

Transition to next slide

There are still other approaches. Let's consider the individual-team-organization-society approaches to KM implementation.

Reference

Jennex M.E. Case Studies in Knowledge Management. Idea Group Publishing; 2005.
www.adb.org/Knowledge-Management

Slide 9: Individual KM

Key message

The individual KM approach

Trainer notes

- Another approach to KM implementation is the individual or personal KM approach.
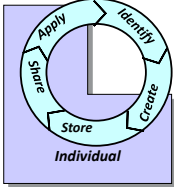
- One example is Delhi International Airport Limited (DIAL), which has a program called "Idea Factory." Every idea suggested by an employee is given serious consideration by a panel and promising ideas are invested in. DIAL credits Idea Factory as a key initiative that propelled them to being ranked No. 1 Airport in the ACI-ASQ Awards 2014 (25–40 million passengers per annum category) and No.1 Airport in the ACI-ASQ Awards 2016 (more than 40 million passengers per annum category).

- Another example is the IBM Fellows Program. To encourage innovation, IBM launched a program for engineers who have been with the firm for 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, supported by adequate resources.

Transition to next slide

Now let's look at the next approach.

Reference

Foley Curley K. and Kivowitz B. The Manager's Pocket Guide to Knowledge Management. HRD Press, Inc.; 2001.

Slide 10: KM at the Team Level

KM at the Team Level

Xerox Corporation's "Project Eureka"

- Informal exchange of anecdotal accounts by repair technicians on problem-solving approaches that worked
- Xerox institutionalized sharing to further enhance repair technicians' skills
- 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.

10

Key message
The team KM approach

Trainer notes

- Another approach to KM implementation is the team KM approach.

- At Xerox Corporation, repair technicians were exchanging stories during coffee or lunch breaks about their work: repairing machines and the problem-solving approaches/solutions that worked or didn't work.

- These people learning from each other clearly nurtured and developed the skills of individual repair technicians.

- Some technicians emerged as "master problem-solvers," well-known throughout Xerox for their competency.

- To leverage the learning that was taking place within these local communities of repair technicians, Xerox launched Project Eureka.

- Eureka is a shared database of tips and best practices, reviewed by experienced repair technicians and product specialists.

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

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

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

Slide 11: KM at the Organizational Level

Key message

The organizational KM approach

Trainer notes

In India, the Aditya Birla group has a Central Corporate Strategy and Business Development function which continuously tracks the business environment for the Group's existing businesses. Additionally it works towards identifying sources of competitive advantage for its businesses. The Business Development function focuses on opportunities, taking cues from the concept of megatrends, adjacencies, and synergies to the Group's existing businesses.

- In the Philippines, conglomerates that have adopted the Philippine Quality Award Performance Excellence Framework highlight best practices from companies, departments, divisions or groups based on the Framework and disseminate them via intranet or portal sites, in-house newsletters or publications, and forums.
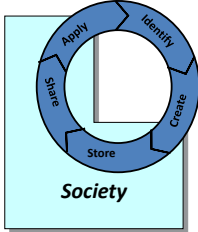
Transition to next slide

Now let's take a look at the next approach.

Slide 12: Inter-Organizational (Society) KM

Key message

The inter-organizational (or society) KM approach

Trainer notes

- An Inter-Organizational (Society) KM approach is about creating a network of individuals and entities to contribute their knowledge and expertise for the benefit of the wider community.

- Wikipedia, Reddit, and The Water Network are examples of tapping into and harnessing individual interest and expertise on a voluntary basis.

- The key is to tap the latent need to be a part of a peer community that values individuals' expertise who are then motivated to contribute their knowledge.

- Government organizations like Indian Railways are using this effectively to engage the public at large. They create "Open Challenges" and invite participation to generate ideas and multiple perspectives on issues such as "Going Green."

- APQC (American Productivity & Quality Center) does most of its research because of the participation of its members and members pay for being part of studies.

- In the Philippines, the SME Benchmarking Group composed of nine active companies has undertaken two benchmarking projects: "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 which share best practices in an annual workshop.

Transition to next slide

Let us now start with the Stages of KM Implementation.

Slide 13: Module Outline

Module Outline

- Developing competence in applying 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
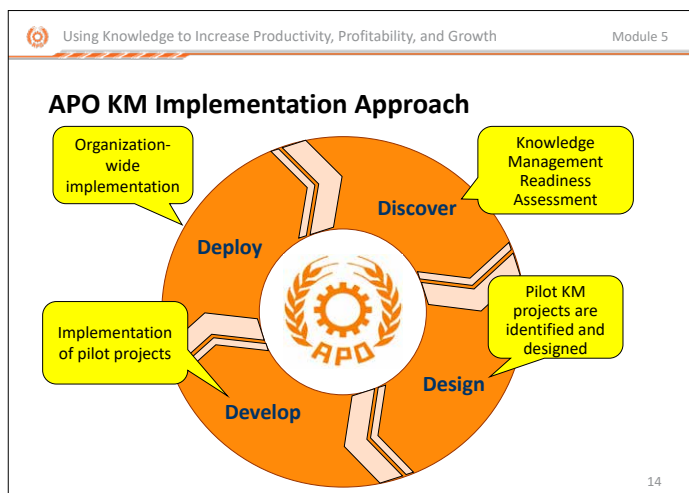 - Prototype Action Plan

13

Key message

The first stage of KM implementation is "Discover."

Transition to next slide

Let us now start with the Stages of KM Implementation.

Slide 14: APO KM Implementation Approach

Key message
The APO KM Implementation Approach

Trainer notes
We went over various KM implementation approaches, and this module will provide practical steps that your organization can take as it embarks on its KM journey. These steps are grouped into four major stages: Discover, Design, Develop and Deploy (or the 4 Ds).

Discover

- Discover has 2 steps. First, the Readiness of the Organization for KM is assessed.

- Based on this assessment, we then formulate the Business Case for Knowledge Management.

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

Develop
This stage is about the implementation of pilot projects.

Deploy
This stage is about Organization-wide implementation or deployment of the KM program.

Transition to next slide:
Let us now consider the steps under the four major stages: Discover, Design, Develop, and Deploy (or the 4 Ds).

Slide 15: APO KM Implementation Approach
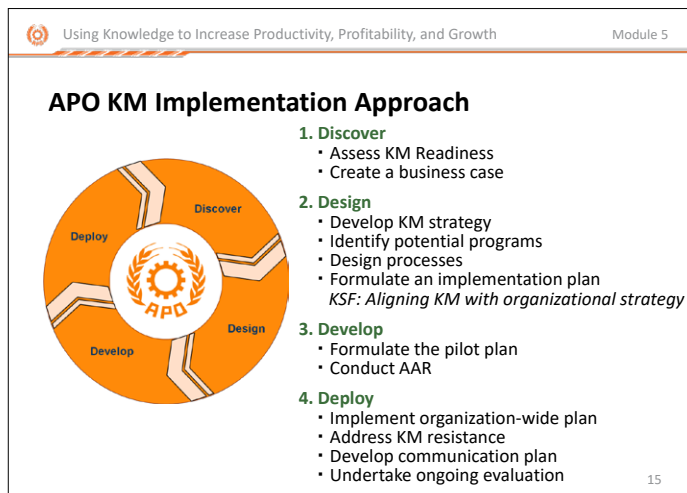
Key message
The APO KM Implementation Approach

Trainer notes
Having introduced the four major stages, Discover, Design, Develop and Deploy (or the 4 Ds), this slide describes the steps for each stage.

You may read out the steps from the slide since they are self-explanatory. Pause and ask participants if they have any questions about them.

Transition to next slide
Let us now consider the steps at the first stage of KM implementation: DISCOVER.

Slide 16: Stage 1: Discover –Step 1.1

Using Knowledge to Increase Productivity, Profitability, and Growth   Module 5

Stage 1: Discover –Step 1.1

・Step 1.1: Find out where you are

➢Conduct an organizational assessment

- Identify competencies/strengths

- Identify opportunities for improvement

Step 1.2: Make a business case for KM

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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 use the KM Readiness Assessment Tool based on the APO KM Framework.

Transition to next slide

Let us get into the details of the KM Readiness Assessment Tool.

Slide 17: The APO KM Readiness Assessment Tool

The APO KM Readiness Assessment Tool

Survey questionnaire designed to help the organization perform an initial and rapid self-appraisal of its readiness for KM

17

Key message

The APO KM Readiness Assessment Tool

Trainer notes

Emphasize that the assessment tool provides an initial and rapid appraisal.

Transition to next slide

Next, it is important to know the objectives of the KM Readiness Assessment Tool.

Slide 18: Objectives of the KM Readiness Assessment Tool

Objectives of the KM Readiness Assessment Tool

- Determine if KM practices are already being carried out in the organization in some form or the other, and to what degree they are being applied

- Determine if the organization has the right conditions for building and sustaining systematic KM processes

- Identify the organization's strengths and opportunities for improvement in managing knowledge

18

Key message

Objectives of the APO KM Assessment Tool

Trainer notes

See the slide.

Transition to next slide

Before we dig into the assessment tool, let's take another look at the APO KM Framework.

Slide 19: APO KM Framework
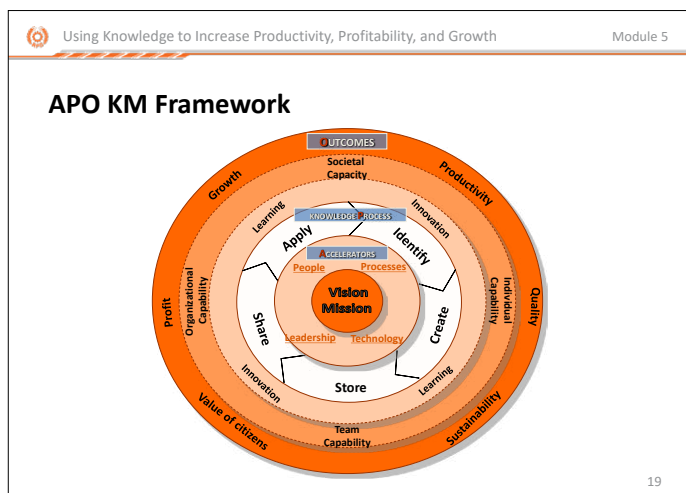
Key message
A review of the KM Framework in the context of KM implementation

Trainer notes
Before starting on 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 the strategic direction that Knowledge Management should take. The four accelerators can help us understand to what extent these drivers and enablers are prevalent in the organization to enable us to plan a successful KM implementation.

The five core knowledge processes can help us make an initial inventory of existing practices that are related to KM so that they can be leveraged during implementation.

IMPORTANT: an organization might already be performing Knowledge Management in some form or other without knowing it.

And lastly, the outcomes of KM efforts measure the effectiveness of the knowledge processes supported by the factors critical to success (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 that ultimately lead to improvement in the quality of products and services, productivity, profitability, and growth.

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

Slide 20: KM Readiness Assessment: Process

KM Readiness Assessment: Process

・ The process involves 42 questions in all.
・ The questions are divided into seven categories based
  on the APO KM Framework:

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

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Key message

The KM Readiness Assessment is based on the APO KM Framework. It evaluates the organization on the Accelerators, Knowledge Processes, Learning and Innovation, and Outcomes.

Organizations may not have a stated KM Policy or a formal Knowledge Management process in place at the time of the assessment but will be displaying their KM readiness through some programs, elements or structures that are already in place.

The readiness assessment helps us identify these practices so we can build on them and not reinvent the wheel.

Trainer notes

See the slide.

Transition to next slide

Let us now start with the exercise

Slide 21: Exercise: Guidelines for the KM Readiness Assessment

Key message

This is a practical exercise. YOU will be learning how to do a KM Readiness Assessment of your organization.

Trainer notes

The exercise is based on the organization or enterprise the participant belongs to.

Emphasize that some organizations may not yet have an articulated KM Policy or KM Platform BUT that knowledge sharing may already be happening in some form or forum. This could be something like a scheduled program designed for knowledge sharing, such as monthly talks, expert sessions, and external speaker sessions. The objective is to look at a broader picture and not limit yourself to a formal KM process or platform.

PROCESS TO BE FOLLOWED:

For each question, participants will (initially individually and then as a group at the table) identify practices aligned with the question. These are recorded as "Strengths."

For any of the questions, if the organization does not have any program or process, this can be recorded as an "Opportunity for Improvement." If it has a program but it is not being carried out regularly, it can also be recorded as an "Opportunity for Improvement."

MATERIAL REQUIRED:

Provide one master set of the questions for each table. Each section will be printed separately on an A4-size sheet which will have space to record the consolidated inputs on "Strengths" and "Opportunities for Improvement." (Use Annex A)

As a FIRST STEP, give participants 10 minutes to think of their organization: its vision, mission, values, challenges, etc. Have them think about how the organization identifies knowledge, shares knowledge, and builds people's competences. Ask them to think about the organization's current thrust areas and goals. Ask them to make notes, which they will be required to refer to later.

See the slide.

Transition to next slide

Let's now learn about the Rating Scale.

Slide 22: Guidelines for the KM Readiness Assessment Exercise

<table>
<tr><td colspan="2">Using Knowledge to Increase Productivity, Profitability, and Growth</td><td>Module 5</td></tr>
</table>

Guidelines for the KM Readiness Assessment Exercise

Part B: Rating Readiness on each Parameter
- There are a total of 42 questions, with a perfect score being 210 points.
- Scale

Descriptors	Rating scale
Doing very well	5
Doing well	4
Doing adequately	3
Doing poorly	2
Doing very poorly or nothing at all	1

After completing the qualitative analysis, rate the parameters based on the scale shown in this slide.

22

Key message

This is the quantitative portion. Explain that the rating should be given after completing the qualitative assessment (Part A).

Explain that there will be 42 questions and that for each there is a qualitative and a quantitative portion for the rating.

Trainer notes

Aligned with the APO KM Framework, the seven parameters for assessing KM readiness are:

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

Transition to next slide

Let us start with the first category: KM leadership.

Slide 23: Cat 1.0: KM Leadership

Cat 1.0: KM Leadership

・ Evaluates the organization's leadership capabilities for sensing and responding 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, knowledge worker training
    - Review and improvement of organizational performance

・ Knowledge Strategy
    - Knowledge vision and strategy
    - KM policy
    - Knowledge objectives
    - Organizational arrangements
    - Budget allocation
    - Rewards and recognition

Key message
Assessing KM leadership

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

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

Slide 24: Cat 1.0: KM Leadership

Using Knowledge to Increase Productivity, Profitability, and Growth		Module 5

Cat 1.0: KM Leadership

	Criteria	Strength*	Opportunity for improvement (OFI)*
1.	The organization has a shared Knowledge Vision and Strategy strongly linked to its vision, mission, and goals.		
2.	Organizational arrangements have been undertaken to formalize KM initiatives (i.e., a team has been put in place to lead KM, quality improvement teams, Communities of Practice or knowledge networks).		
3.	Financial resources have been 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 or units.		
6.	Management promotes, recognizes, and rewards performance improvement, organizational and employee learning, sharing of knowledge, and knowledge creation and innovation.		

* Fill in specific examples if possible; use the organization's nomenclature.

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Key message

Assessing KM leadership

Trainer notes

See questions in slide.

Inform participants that this is the sequence that will be followed.

1. The criteria will be introduced in the first slide

2. In the next slide, the questions will be shown.

   a) Participants need to reflect on each question. For each question, have them write down whether it is a Strength or Opportunity for Improvement. Have them back this up with facts, incidents, anecdotes, names of existing programs, etc.

   Example: There is an organization that does not have a formal KM Vision or KM Program, but for years the company has made a practice of setting aside time on the last Friday of the month from 2 PM to 5 PM to share the highlights of the month, such as new orders, innovations, key achievements, and recognitions. This was a session everyone looked forward to. They would get to meet, discuss, learn, and socialize as well. We are looking for similar examples in the KM Readiness Assessments. They cannot be called KM but they are a KM process.

   An Opportunity for Improvement in the above example could be introducing Lessons Learned from things that did not work out as planned, what the organization learned from that experience, and what they would do differently next time.

   b) For the exercise, let each person first do it individually and then involve everyone in the group at the table. Let the group consolidate their findings. This should take 10–15 minutes per question, so be sure to plan your time accordingly.

   c) Participants at the table then agree and rate each question on a scale of 1 to 5.

Transition to next slide

Let us start the individual and group consolidation process for Cat 1.0: KM Leadership.

Slide 25: Exercise
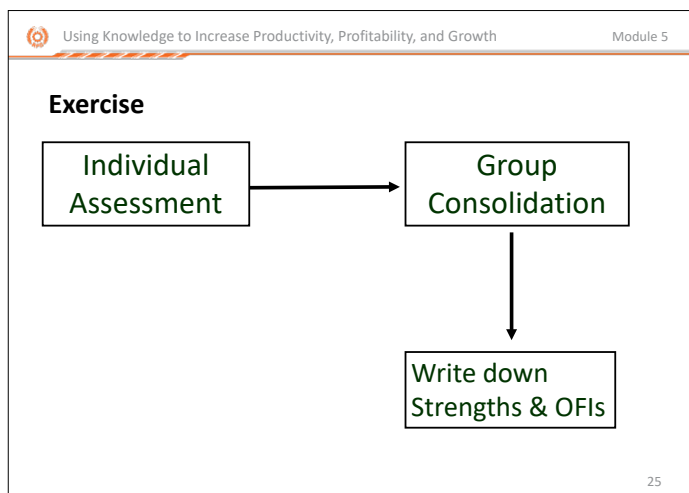
Key message

Individual and group assessment

Trainer notes

You may now initiate consolidation for all the Groups for Cat 1.0: KM Leadership.

To reiterate the process:
For the exercise, let each person first do it individually and then involve everyone in the group at the table. Let the group consolidate their findings. This should take 10–15 minutes per question, so plan your time accordingly since there are 42 questions.

Next, consolidate the inputs across all the groups into the Group Significant Findings Matrix. (This can generally be done quite quickly since there has already been detailed discussion at each table.) Do this for each parameter before proceeding to the next one.

Do this in the same Excel format (Annex A).

Transition to next slide

Now let's proceed to the next step.

Slide 26: Group Significant Findings Matrix

Using Knowledge to Increase Productivity, Profitability, and Growth			Module 5

Group Significant Findings Matrix

	KM Readiness Assessment: STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT MATRIX			
Sr. No.	**KM Leadership**	**Strength**	**OFI**	**Rating (1–5)**
1	The organization has a shared Knowledge Vision and Strategy strongly linked to its vision, mission, and goals.			
2	Organizational arrangements have been made to formalize KM (i.e., a team for KM has been identified; Quality improvement teams, Communities of Practice, knowledge networks).			
3	Financial resources have been 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 or units.			
6	Management promotes, recognizes, and rewards performance improvement, organizational and employee learning, sharing of knowledge, and knowledge creation and innovation.			

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Key message
Consolidation of the Group Assessment

Trainer Notes
Once the small groups have arrived at a consensus, it is time to consolidate the inputs across all groups. Each group will post its summary of the Strengths and OFIs per criterion category.

The more convergence there is on the Strengths, the better it is for participants to understand that they have a good base on which to launch a KM Initiative.

The Opportunities for Improvement (OFI) will reveal the actions, competencies or skills building or processes that the company needs to develop in order to enable individuals and teams to effectively share knowledge and deliver their promise to the customer.

Since there are overlapping questions across the categories and the group may want to make changes to their earlier responses, this is acceptable.

In the end, a consolidated version will be generated for each criterion. It will contain qualitative as well as quantitative scores. This is a KEY OUTCOME of this exercise: the KM readiness of the organization.

IMPORTANT: Trainer involvement in the exercise is vital. There will be a lot of questions and clarifications initially. Sense the general mood of the participants and do not allow disagreements on some specific episode to derail the time.

Some trainers may want to RANK the outcome for each criterion. This is up to each trainer and the context of the organization. It is important to remember that this exercise is a key input for prioritizing the initiatives when preparing the KM Strategy.

Transition to next slide
Now we will proceed to the next category: Cat 2.0: Processes

Slide 27: Cat 2.0: Processes

Cat 2.0: Processes

・ Looks into how

- The organization designs its processes to create customer value, achieve performance excellence, and achieve business results

- Whether the organization has processes in place for continuous improvement

- Whether there are processes to integrate the latest business trends, developments, and directions

- Whether knowledge is used in managing, implementing, and improving the organization's key work processes

27

Key message
Assessing Cat 2.0: Processes

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

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

Slide 28: Cat 2.0: Processes

	Using Knowledge to Increase Productivity, Profitability, and Growth	Module 5

Cat 2.0: Processes

	Criteria	Strength*	Opportunity for Improvement (OFI)*
7.	The organization determines its core competencies (strategically important capabilities that provide a competitive advantage) and aligns them with its mission and strategic goals.		
8.	The organization designs its work systems and key processes to create value for 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 operation, 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, reduce variations, improve products and services, and keep up to date with the latest in business trends, developments, and directions.		

* Provide specific examples if possible; use the organization's nomenclature

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Key message

Assessing processes

Trainer Notes

See questions in the slide.

Transition to next slide

Let us start the individual and group assessment for Cat 2.0: Processes.

Slide 29: Exercise
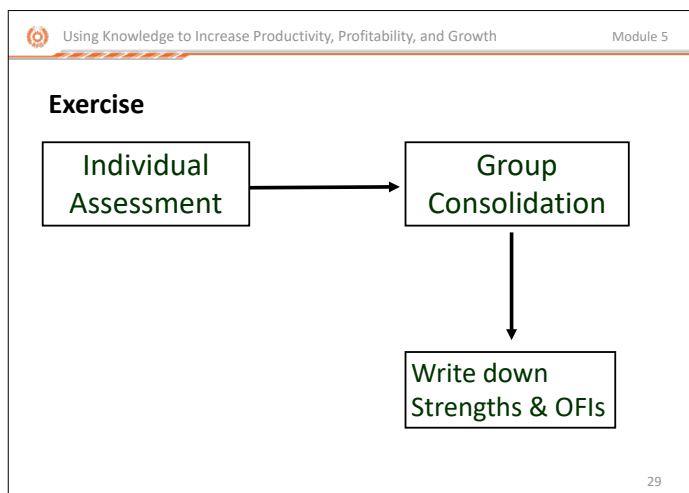
Exercise

Individual Assessment → Group Consolidation

Group Consolidation → Write down Strengths & OFIs

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Key message
The exercise will be carried out.

Trainer notes
Initially each person answers the questions in silence. Next, consolidation takes place at the table. This should take around 15 minutes.

After that, we will involve all the tables and do a group consolidation.

Transition to next slide
We will now proceed to consolidate the assessments into the Group Significant Findings Matrix.

Slide 30: Group Significant Findings Matrix

	Using Knowledge to Increase Productivity, Profitability, and Growth		Module 5

Group Significant Findings Matrix

	KM Readiness Assessment: STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT MATRIX			
Sr. No.	Process	Strength	OFI	Rating (1–5)
7	The organization determines its core competencies (strategically important capabilities that provide a competitive advantage) and aligns them with its mission and strategic goals.			
8	The organization designs its work systems and key processes to create value for 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 operation, 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, reduce variations, improve products and services, and kept up to date with the latest in business trends, developments, and directions.			

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Key message

Consolidation of the Group Assessment into the Group Significant Findings Matrix

Trainer Notes

Use this format (Annex A) to consolidate the inputs across all the groups into the Group Significant Findings Matrix. (This can generally be done quite quickly since there has already been detailed discussion at each table.)

Transition to next slide

Let us do the individual assessment and group consolidation process for Cat 3.0: People.

Slide 31: Cat 3.0: People

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

31

Key message

Assessing Cat 3.0: People

Trainer notes

The slide shows what we are looking for in Cat 3.0: People.

Transition to next slide

Let us view the questions for Cat 3.0: People.

Slide 32: Cat 3.0: People

Cat 3.0: People

	Criteria	Strength*	Opportunity for Improvement (OFI)*
13.	The organization's education, training, and career development programs build employee knowledge, skills, and capabilities, support achievement of overall objectives, and contribute to strong 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 or groups (i.e., quality circles, work improvement teams, cross-functional teams, Communities of Practice) to respond to workplace problems/concerns.		

* Provide specific examples if possible; use the organization's nomenclature

32

Key message

Assessing Cat 3.0: People

Trainer notes

See the questions in the slide.

Transition to next slide

Let us start the individual and group assessment process for Cat 3.0: People.

Slide 33: Exercise
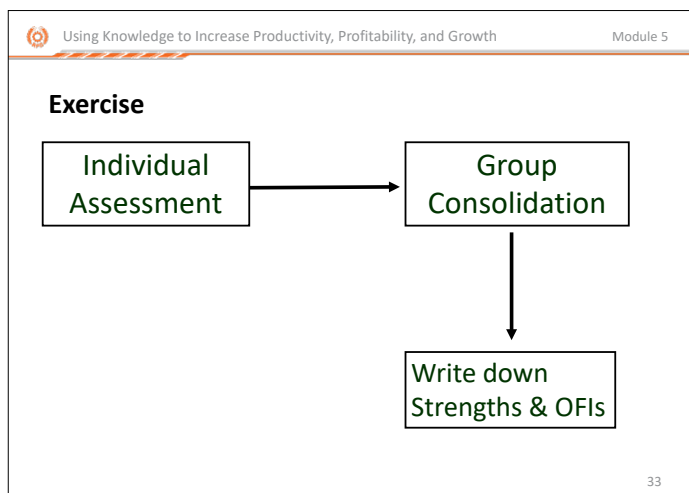
Key message

The exercise will be carried out.

Trainer notes

Initially, each person answers the questions in silence. Next, consolidation takes place at the table. This should take around 15 minutes.

After that, teams at all the tables will work together and do a group consolidation.

Transition to next slide

We will now proceed to consolidate the assessments into the Group Significant Findings Matrix.

Slide 34: Group Significant Findings Matrix

Using Knowledge to Increase Productivity, Profitability, and Growth			Module 5
Group Significant Findings Matrix			
KM Readiness Assessment: **STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT MATRIX**			
Sr. No.	People	Strength	OFI	Rating (1–5)
13	The organization's education, training, and career development programs build employee knowledge, skills, and capabilities, support achievement of overall objectives, and contribute to strong 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 or groups (i.e., quality circles, work improvement teams, cross-functional teams, Communities of Practice) to respond to workplace problems/concerns.			

34

Key message

Consolidation of the Group Assessment into the Group Significant Findings Matrix

Trainer Notes

Use this format (Annex A) to consolidate the inputs across all the groups into the Group Significant Findings Matrix. (This can generally be done quite quickly since there has already been detailed discussion at each table.)

Transition to next slide

Now, let's do the individual assessment and group consolidation process for Cat 4.0: Technology.

Slide 35: Cat 4.0: Technology

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
  - Accessible, available, reliable, user-friendly
- Content management
  - Data information and knowledge quality
    - Accuracy, integrity, reliability, timeliness, security, confidentiality

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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 view the questions for Cat 4.0: Technology.

Slide 36: Cat 4.0: Technology

Module 5

Cat 4.0: Technology

	Criteria	Strength*	Opportunity for Improvement (OFI)*
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 has an email address.		
23.	Information delivered on the website/intranet is updated on a regular basis.		
24.	An intranet (or similar network) is used as a major source of organization-wide communication to support knowledge transfer or information sharing.		

* Provide specific examples if possible; use the organization's nomenclature

36

Key message

Assessing Cat 4.0: Technology

Trainer notes

See the questions in the slide.

Transition to next slide

Let us start the individual and group scoring process for Cat 4.0: Technology.

Slide 37: Exercise
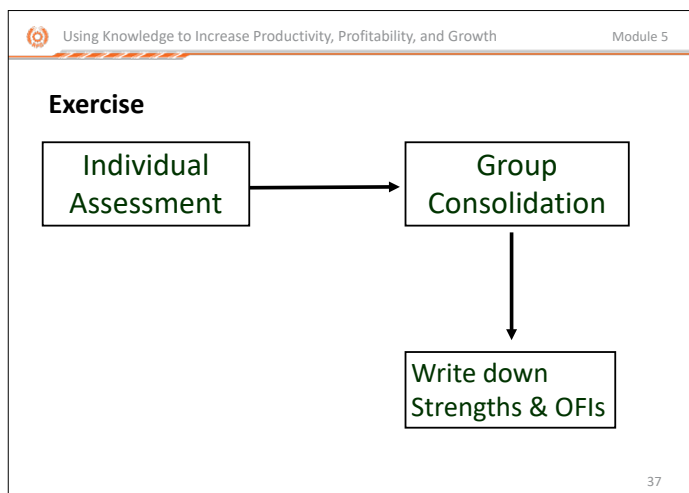
Key message

The exercise will be carried out.

Trainer notes

Initially each person answers the questions in silence. Next, consolidation takes place at the table. This should take around 15 minutes.

After that, teams at all the tables will work together and do a group consolidation.

Transition to next slide

We will now proceed to consolidate the assessments into the Group Significant Findings Matrix.

Slide 38: Group Significant Findings Matrix

Using Knowledge to Increase Productivity, Profitability, and Growth			Module 5
Group Significant Findings Matrix			
KM Readiness Assessment: STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT MATRIX			
Sr. No.	Technology	Strength	OFI	Rating (1–5)
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 has an email address.			
23	Information delivered in the website/intranet is updated on a regular basis.			
24	An intranet (or similar network) is used as a major source of organization-wide communication to support knowledge transfer or information sharing.			

38

Key message

Consolidation of the Group Assessment into the Group Significant Findings Matrix

Trainer Notes

Use this format (Annex A) to consolidate the inputs across all the groups into the Group Significant Findings Matrix. (This can generally be done quite quickly since there has already been detailed discussion at each table.)

Transition to next slide

Let us do the individual assessment and group consolidation process for Cat 5.0: Knowledge Processes.

Slide 39: Cat 5.0: Knowledge Processes

Using Knowledge to Increase Productivity, Profitability, and Growth	Module 5

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 the organization's 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

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Key message

Assessing Cat 5.0: Knowledge Processes

Trainer notes

This slide shows what we are looking for in Cat 5.0: Knowledge Processes.

Transition to next slide

Let us view the questions for Cat 5.0: Knowledge Processes.

Slide 40: Cat 5.0: Knowledge Processes

Cat 5.0: Knowledge Processes

	Criteria	Strength*	Opportunity for Improvement (OFI)*
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 is 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 reinventing of the wheel or work duplication.		
30.	Benchmarking activities are conducted inside and outside the organization, the results of which are used to improve organizational performance and create new knowledge.		

* Provide specific examples if possible; use the organization's nomenclature   40

Key message

Assessing Cat 5.0: Knowledge Processes

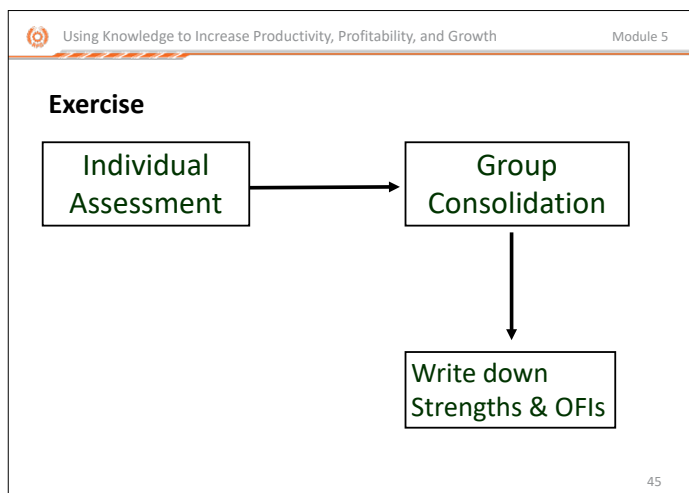### Trainer notes

See questions in the slide.

Transition to next slide

Let us start the individual and group assessments for Cat 5.0: Knowledge Processes.

Slide 41: Exercise
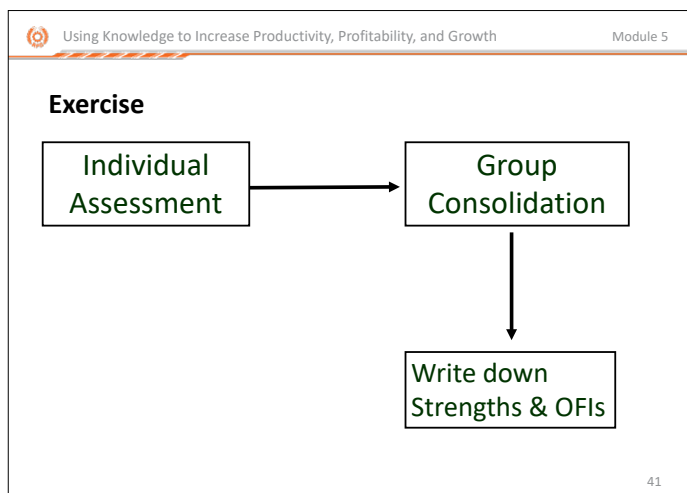
Key message

The exercise will be carried out.

Trainer notes

Initially each person answers the questions in silence. Next, consolidation takes place at the table. This should take around 15 minutes.

After that, teams at all the tables will work together and do a group consolidation.

Transition to next slide

We shall now proceed to consolidate the assessments into the Group Significant Findings Matrix.

Slide 42: Group Significant Findings Matrix

Using Knowledge to Increase Productivity, Profitability, and Growth		Module 5	
Group Significant Findings Matrix			
KM Readiness Assessment: STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT MATRIX			
Sr. No.	Knowledge Process	Strength	OFI	Rating (1–5)
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 is 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 reinventing of the wheel or work duplication.			
30	Benchmarking activities are conducted inside and outside the organization, the results of which are used to improve organizational performance and create new knowledge.			

42

Key message

Consolidation of the Group Assessment into the Group Significant Findings Matrix

Trainer Notes

Use this format (Annex A) to consolidate the inputs across all the groups into the Group Significant Findings Matrix. (This can generally be done quite quickly since there has already been detailed discussion at each table.)

Transition to next slide

Let us do the individual assessment and group consolidation process for Cat 6.0: Learning and Innovation.

Slide 43: Cat 6.0: Learning and Innovation

Using Knowledge to Increase Productivity, Profitability, and Growth   Module 5

Cat 6.0: Learning and Innovation
· Determines the organization's ability to encourage, support, and strengthen learning and innovation via systematic knowledge processes

· Inculcates 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-functional issues and concerns

 - Incentives for knowledge sharing

43

Key message

Assessing Cat 6.0: Learning and Innovation

Trainer notes

This slide shows what we are looking for in Cat 6.0: Learning and Innovation.

Transition to next slide

Let us view the questions for Cat 6.0: Learning and Innovation.

Slide 44: Cat 6.0: Learning and Innovation

	Using Knowledge to Increase Productivity, Profitability, and Growth		Module 5

Cat 6.0: Learning and Innovation

	Criteria	Strength*	Opportunity for Improvement (OFI)*
31.	The organization articulates and continually reinforces the values of learning and innovation.		
32.	The organization regards risk-taking or making mistakes as learning opportunities, as long as they do not occur 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.		

* Provide specific examples if possible; use the organization's nomenclature   44

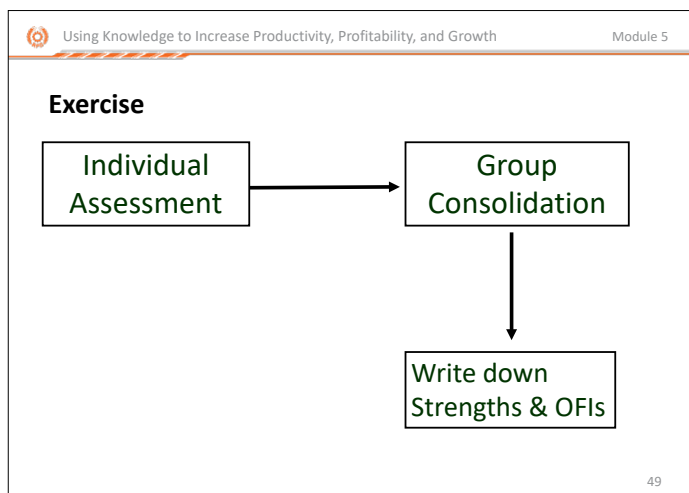### Key message

Assessing Cat 6.0: Learning and Innovation

Trainer notes

See the questions in the slide.

Transition to next slide

Let us start the individual and group assessment process for Cat 6.0: Learning and Innovation.

Slide 45: Exercise

Key message

The exercise will be carried out.

Trainer notes

Initially each person answers the questions in silence. Next, consolidation takes place at the table. This should take around 15 minutes.

After that, teams at all the tables will work together and do a group consolidation.

Transition to next slide

We will now proceed to consolidate the assessments into the Group Significant Findings Matrix.

Slide 46: Group Significant Findings Matrix

Group Significant Findings Matrix

Sr. No.	Knowledge Process	Strength	OFI	Rating (1–5)
KM Readiness Assessment: STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT MATRIX				
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, as long as they do not occur 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.			

46

Key message

Consolidation of the Group Assessment into the Group Significant Findings Matrix

Trainer Notes

Use this format (Annex A) to consolidate the inputs across all the groups into the Group Significant Findings Matrix. (This can generally be done quite quickly since there has already been detailed discussion at each table.)

Transition to next slide

Let us do the individual assessment and group consolidation process for Cat 7: KM Outcomes.

Slide 47: Cat 7.0: KM Outcomes

Using Knowledge to Increase Productivity, Profitability, and Growth	Module 5

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

47

Key message

Assessing Cat 7.0: KM Outcomes

Trainer notes

This slide shows what we are looking for in Cat 7.0: KM Outcomes.

Transition to next slide:

Let us view the questions fr Cat 7.0: KM Outcomes.

Slide 48: Cat 7.0: KM Outcomes

Cat 7.0: KM Outcomes

	Criteria	Strength*	Opportunity for Improvement (OFI)*
37.	The organization has a history of (and maintains measures for) 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.		

* Provide specific examples if possible; use the organization's nomenclature

48

Key message

Assessing Cat 7.0: KM Outcomes

Trainer notes

See the questions in the slide.

Transition to next slide

Let us start the individual and group assessment process for Cat 7.0: KM Outcomes.

Slide 49: Exercise

Exercise

Individual Assessment → Group Consolidation

Group Consolidation → Write down Strengths & OFIs

49

Key message

The exercise will be carried out.

Trainer notes

Initially each person answers the questions in silence. Next, consolidation takes place at the table. This should take around 15 minutes.

After that, teams at all the tables will work together and do a group consolidation.

Transition to next slide

We will now proceed to consolidate the assessments into the Group Significant Findings Matrix.

Slide 50: Group Significant Findings Matrix

Using Knowledge to Increase Productivity, Profitability, and Growth			Module 5

Group Significant Findings Matrix

	KM Readiness Assessment: STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT MATRIX			
Sr. No.	Outcomes	Strength	OFI	Rating (1–5)
37	The organization has a history of (and maintains measures for) 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.			

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Key message

Consolidation of the Group Assessment into the Group Significant Findings Matrix

Trainer Notes

Use this format (Annex A) to consolidate the inputs across all the groups into the Group Significant Findings Matrix. (This can generally be done quite quickly since there has already been detailed discussion at each table.)

Transition to next slide

We have now completed the KM Readiness Assessment for all seven criteria and will now proceed to prepare a Presentation of Outputs.

Slide 51: Exercise: Presentation of Outputs

Using Knowledge to Increase Productivity, Profitability, and Growth		Module 5

Exercise: Presentation of Outputs

STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT MATRIX		
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 KNOWL. PROC.		
CAT 6.0 LEARN. & INNOV.		
CAT 7.0 KM OUTCOMES		

· Consolidate Strengths and OFIs from the detailed slides

51

Key message
Consolidation of the Strengths and OFIs

Trainer notes
1. Present on the screen the Group Significant Findings Matrix category by category.

2. For each category, have participants collapse the Strengths into four or five Key Points and do the same for the OFIs. This is basically to summarize the findings into manageable lots.

3. Some trainers prefer a ranking for the OFIs. This is a good idea, but it generates too much debate since participants have different perspectives. Also, there may be organizational considerations as to what should become a priority, so keep this in mind while doing the consolidation.

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

Slide 52: End of KM Readiness Assessment

End of KM Readiness Assessment

52

Slide 53: Stage 1: Discover –Step1.2

Using Knowledge to Increase Productivity, Profitability, and Growth	Module 5

Stage 1: Discover –Step 1.2

- Step 1.1: Find out where you are
  - ➢ Conduct an organizational assessment
    - Identify competencies/strengths
    - Identify opportunities for improvement
- Step 1.2: Make a business case for KM

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Key message
Step 2: Create a business case for KM

Trainer notes
Having done the KM Readiness Assessment of the organization and identifying the Strengths and the Opportunities for Improvement, we are now in a better position to develop the business case for Knowledge Management.

Transition to next slide
Let's take a look into the making of a business case.

Slide 54: Step 1.2: Make the Business Case for KM

Step 1.2: Make the Business Case for KM

· Step 1: Meet with the leadership team
  - Ask the two "golden questions"
  - Use the answers to develop Step 2

· Step 2: Use the business case ABC's for KM to
  develop the actual business case
  A. Asset Value
  B. Benefit Potential
  C. Cost Effectiveness

54

Key message

There is a process for making the business case.

Trainer Notes

Before building the business case, it's important to consider the views of the leadership team. They may have some constraints, irritants or crucial business needs that they would like KM to focus on. As the leadership team sponsors any KM effort, it is important to take their concerns on board when making the business case for KM. This also strengthens the support given to KM.

Once the leadership team has given their inputs, it is easier to use the ABC Model to put together a coherent KM Plan.

Transition to next slide

Let's now look at the "Golden Questions."

Slide 55: The Two "Golden Questions"

The Two "Golden Questions"

1. What is the key issue (business goal, organization climate, societal impact, productivity, profitability, growth, etc.) that you want KM to address?

   - KM needs to align with the key organizational challenges

   - By aligning it with the organization strategy, KM is also seen as a must-have function

2. When will you say that implementation of Knowledge Management has met your expectations? What are the indicators that will signal it has succeeded?

   - Your answer will provide the areas to focus on for developing the KM Strategy 55

Key message
Involvement of the leadership team in the KM Objectives

Trainer notes
It's important to explain to participants that the way the questions are framed is different than what they are used to. However, the answers are KEY. If they align their KM programs to the two answers, the probability of success and support for KM initiatives will go up many-fold.

It also removes the guesswork from KM. Now the KM program can be designed to answer the issues from Day 1.

Meet all or as many KEY PEOPLE on the LEADERSHIP TEAM as possible. Their concerns will be closely aligned and connected. It also helps the KM manager to create a holistic KM program. After meeting the key people, send each one an e-mail thanking them for their time and list their responses. This acts as a reinforcement as well as a record.

Transition to next slide
Let's now look at the ABC Model for developing a business case.

Slide 56: Making the Business Case for KM

Using Knowledge to Increase Productivity, Profitability, and Growth   Module 5

Making the Business Case for KM

The ABCs of a business case for Knowledge Management

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 to where you started
· *Liability Cost*
  Vulnerability to legal liability

Source: Skyrme D.J. I³ Update/Entovation International News 2001; 52: .   56

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

Trainer notes
IT IS CRITICAL FOR THE TRAINER TO UNDERSTAND THE AUDIENCE'S CONTEXT. The term "business case" may not be appropriate when addressing government or social organizations and can be replaced by mentioning that "business case" can be a way of saying "compelling reason" or "significant impact."

- In creating the business case for KM, some typical issues are:

  1. Asset value: How will value be measured? What is the risk?

  2. Benefit potential: What results can be achieved? What are the potential returns?

  3. Cost effectiveness: What will it cost in time and money?

- Under asset value, we are looking at:

  - *Market value*: What is the value proposition that KM will bring to the organization? What difference will it make in perceptions of the organization among clients and prospects? Would there be a difference in which our people interact with the external market? It would also be good to obtain a market value for specific knowledge assets such as a customer database, a patent license, or a team of experts.

  - *Cost*: What would be the cost saving to the organization in terms of TIME or EFFORT? Anecdotal evidence should suffice but having actual numbers will be more helpful. Think in terms of "How much does it cost to train a new hire?," "How many days went into developing the content?," and "How much time was saved in searching?"

  - *Replacement cost*: Another way of looking at a knowledge asset is the cost to the organization if it had to be redone from scratch. If you had a disaster (for example, a technical team leaving or your computer records destroyed by fire), what would it cost today to get back to

where you started?

‒ *Liability cost*: How vulnerable would you be to legal liability if the KM process were not in place? e.g., unsubstantiated performance claims by a company representative; repeat of a failure when there was knowledge available; product traceability, etc.

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

Reference
Skyrme D.J. I³ Update/Entovation International News 2001; 52:

Slide 57: 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. These can range from increased knowledge worker productivity to faster time-to-market for new products or to better customer service.

• Benefit potential l – 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, innovation.

  – *Customer and stakeholder benefit*s: better products and services, higher quality, better value.

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

Reference
Skyrme D.J. I³ Update/Entovation International News 2001; 52:

Slide 58: Making the Business Case for KM

Key message

Preparing 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 millions of dollars.

  - *Facility costs:* costs can be reduced by sharing best practice in areas such as office design, health and safety, business operations, energy.

  - *e-business opportunities:* save on transaction costs or shift costs to your users. Using the Internet can sometimes save millions of dollars a year in telephone costs.

  - *Customers:* better customer knowledge and use of Customer Relationship Management (CRM) systems and analytics can help you focus resources on the most profitable customers or detect market shifts in advance.

Transition to next slide

Now, let's try to see how we can prepare a business case for KM with the use of a template.

Reference

Skyrme D.J. I³ Update/Entovation International News 2001; 52:

Slide 59: 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:

1. Name or Title of the Business Case

2. Rationale

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

3. Objectives

   What are the expected business results?

4. Description of the Project

   What is the project scope/coverage? How will it be implemented? How long will it take to implement? What are the milestones? Who will be implementing this project?

5. Knowledge Management Intervention

   How will KM effectively address the business need?

6. Critical Success Factors

   What would contribute to the success of the project?

7. 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 60: Example of a KM Business Case

Example of a KM Business Case

	NAME OR TITLE OF BUSINESS CASE **Xerox Eureka Project**
Rationale	Needs were 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 with 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

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

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Key message
Application of the business case template to an example

Trainer notes
- This slide shows the example of a KM Business Case featuring the Xerox Corporation's Eureka Project.

- It shows the project rationale and objectives.

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

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

Slide 61: Example of a KM Business Case (cont'd)

Example of a KM Business Case (cont'd)

	NAME OR TITLE OF BUSINESS CASE **Xerox Eureka Project**
Description of the process or project	• A group of anthropologists at Xerox's Palo Alto Research Center was tasked with studying 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 with portable computers allowing them 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, was named after the person.

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

61

Key message
Application of the business case template to an example

Trainer notes
- This slide continues the example of a KM Business Case featuring the Xerox Corporation's Eureka Project.

- It shows the description of the process or project.

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

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

Slide 62: Example of a KM Business Case (cont'd)

Example of a KM Business Case (cont'd)

	NAME OR TITLE OF BUSINESS CASE **Xerox Eureka Project**
KM intervention	The solution, called the Eureka Project, was to create · An electronic database in which users stored best practices, ideas, and solutions; and · An intranet for representatives to make knowledge accessible to the whole company and facilitate
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.

62

Key message
Application of the business case template to an example

Trainer notes
- This slide continues the example of a KM Business Case featuring the Xerox Corporation's Eureka Project.

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

Transition to next slide
Now let's look at another Sample Business Case. This time it is from a rural setting, something that some APO members will identify with.

Slide 63: Example 2 of a KM Business Case

Example 2 of a KM Business Case

	NAME OR TITLE OF BUSINESS CASE **Rural Dev. Bank: Agriculture and Rural Development**
Rationale	The trigger: • The Rural Development Bank's loan portfolio began to show an alarming trend toward bad debts. • The bank had no clue as to the real issue: Was it poor decisions while granting loans, along with lax scrutiny of the documents? Crop failures? Or both? • Crucially, loan recovery officers were observing the changes first-hand on the ground, but there was no formal system for sharing their insights and suggestions with decision-makers.
Objectives	(1) To identify the reasons for the bad debts (2) To identify key inputs on a regular basis to enable tweaking of loans to suit specific individual needs (3) To identify case studies (both good and bad examples) and learn from them at 6-month intervals

63

Key message

Application of the business case template to an example

Trainer notes

• This slide shows the example of a KM Business Case featuring a rural development bank facing bad debts and a loan portfolio that was turning bad.

• It shows the project rationale and objectives.

Transition to next slide

Let's look at the description of the process or project.

Slide 64: Example of a KM Business Case (cont'd)

| | Using Knowledge to Increase Productivity, Profitability, and Growth | Module 5 |

Example of a KM Business Case (cont'd)

	NAME OR TITLE OF BUSINESS CASE **Rural Dev. Bank: Agriculture and Rural Development**

Description of the process or project	• The bank's consulting arm, together with the National Institute for Rural Development, took on this assignment as a joint project.
	• They uncovered key issues across the country's nine agricultural zones:
	  - Farmers had no access to weather information
	  - Cultivating the same crop in abundance destroyed its value
	  - Farmers had no direct market access and knowledge of prices, so middlemen made a killing by buying low and selling high
	  - Only one crop was sown per season
	  - Every few years, yield fell and the land had to be left fallow to recuperate
	CRUCIALLY, MOST ISSUES WERE KNOWLEDGE-RELATED.

64

Key message

Application of the business case template to an example

Trainer notes

• This slide continues the example of a KM Business Case featuring a rural development bank.

• It shows the description of the process or 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 (cont'd)

Example of a KM Business Case (cont'd)

	NAME OR TITLE OF BUSINESS CASE **Rural Dev. Bank: Agriculture and Rural Development**
KM intervention	Training centers were set up to disseminate knowledge on cropping patterns and yield improvement. Rural kiosks with satellite-based micro-level weather information using geo-location were set up. MarketMarket were linked through bank-sponsored *mandi* (marketplaces) to get better prices for crops. Crop risk was alleviated by having four crop zones on a single holding: cash crop, medicinal, exotic, and local.
Critical success factors	• Ability to recognize the need for dissemination of critical knowledge and know-how • Ability to help farmers lower risks for their produce and ensure better earnings
Cost-benefit analysis	The bank's loan portfolio of the bank has steadily become healthier, but it is still a work in progress. Importantly, the bank is seen as a trusted friend of the farmer.

65

Key message

Application of the business case template to an example

Trainer notes

- This slide continues the example of a KM Business Case featuring a rural development bank.

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

Transition to next slide

We will now talk about the template itself.

Slide 66: Template for Making a Business Case

Key message

How to use the template

Trainer notes

- This is a self-explanatory template. Follow the headings in the table

- Explain to participants that each heading will actually need to be filled out in detail in order to seek budget approval or obtain the go-ahead.

- The process: Use the inputs from the Strengths and the OFIs, the answers to the two "Golden Questions" and the Business Plan ABC.

Transition to next slide

Now let's move on to Stage 2 of the KM Implementation Approach: Design.

Slide 67: Module Outline

Module 5

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

67

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
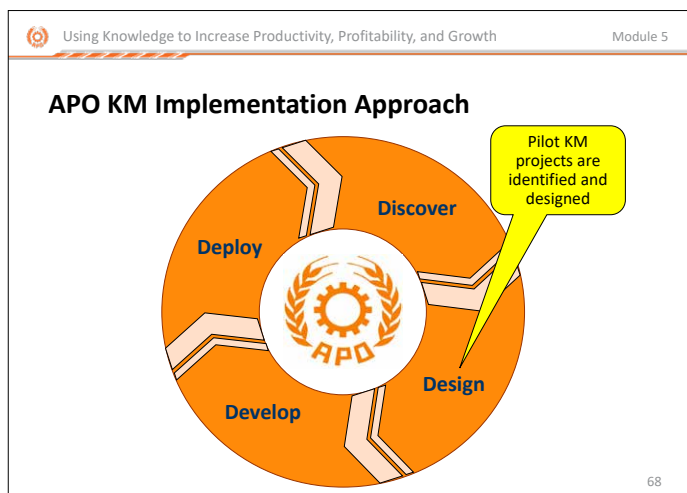
Key message

Stage 2: Design of KM Implementation Approach

Trainer notes

After the Discover stage, where we identified knowledge gaps, we now move to the Design stage, 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. These are:

1. Develop a KM strategy

2. Identify potential programs

3. Design processes in relation to programs; and,

4. 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

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

70

Key message
Definition of Knowledge Strategy

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

- There are two definitions that I particularly like. 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

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."

Callahan C. Crafting a Knowledge Strategy. Anecdote Pty Ltd.

71

Key message
Definition of Knowledge Strategy

Trainer notes
This definition is more comprehensive. I put together this definition from a paper by Shawn Callahan titled "Creating a Knowledge Strategy."

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

Reference
Callahan C. Crafting a Knowledge Strategy. Anecdote Pty Ltd.

Slide 72: Developing a KM Strategy

Key message

Suggested guideline for developing a KM Strategy

Trainer notes

- This is a suggested guideline or tips you can use for developing a knowledge strategy. (Read out what is on the slide)

- It is important to start with the organization's strategy and goals, because these are the anchor of your KM strategy.

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

Transition to next slide

This is where we need to identify gaps. Let's dig a little deeper into the strategic knowledge gaps.

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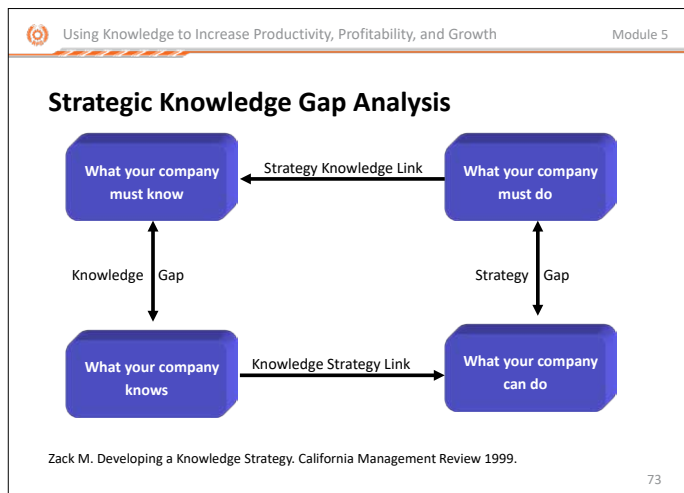
Key message
Analyzing knowledge and strategic gaps

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:

  1. Strategic Gap

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

     b. Using traditional strategic management approaches, such as SWOT, the firm must be able to strike a balance between what it can do and what it must do to maintain its strategic position.

  2. Knowledge Gap

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

     b. 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 its strategic knowledge gaps, the organization can now craft its KM Vision. What is a KM Vision?

Reference

Zack M. Developing a Knowledge Strategy. California Management Review 1999;

Slide 74: KM Vision

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 the improved quality of the Asian Development Bank's knowledge products, improved learning, and innovation.

· Global health equity can be achieved through better knowledge management and sharing (WHO).

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Key message

Formulating a 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 organization's overall Vision.

• 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

Using Knowledge to Increase Productivity, Profitability, and Growth	Module 5

Examples of KM Objectives

Prevent loss of knowledge and expertise arising from employee turnover *(Bell regional 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.)*	
Balance the reuse of knowledge with innovation *(Hewlett-Packard Consulting)*	**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)*
Permanently reduce costs *(Chevron)*	

Sources: Habbel R., Harter G., Stech M. (1999); Clemmons Rumizen M. (2002)

75

Key message

Some companies' KM objectives

Trainer notes

- With the articulation of the KM Vision, organizations also need to determine the specific KM Objectives that must be pursued based on a business need that relates to knowledge.

- Some examples of KM objectives are shown in the slide.

Transition to next slide

Let's look at some examples of KM strategies in some organizations.

References

1. Habbel R., Harter G., Stech M. (1999)
2. Clemmons Rumizen M. (2002)

Slide 76: Examples of KM Strategy

Using Knowledge to Increase Productivity, Profitability, and Growth   Module 5

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)

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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. The focus is on applying knowledge to improve employee competency and process efficiency in order to maximize current resources including knowledge assets. TQM systems are one example of a method for efficiently reusing knowledge to improve processes.

  - The personalization strategy, on the other hand, relies heavily on connecting knowledge workers through networks and is better suited to organizations where solutions to problems depend more on tacit knowledge and expertise than on codified knowledge.

Transition to next slide

To aid us in formulating the KM Strategy, let's look at a template that we can use.

References

1. Primer on Knowledge Management. Standards, Productivity and Innovation Board (SPRING Singapore); 2001.

2. Foley Curley K., Kivowitz B. 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 in formulating the KM Strategy and facilitates the translation of strategy to programs.

- We have already discussed how to identify the key strategic knowledge gap and craft the KM vision/objective/strategy.

- Let us 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 Program. Based on all the above, you can now develop the appropriate KM program for your organization. This will, however, be taken up in more detail later.

Transition to next slide
Now, let's apply the template by again using the case study on Xerox Corporation's Eureka Project.

Slide 78: Example of KM Strategy

Example of KM Strategy

KM STRATEGY AND PROGRAM Eureka Project, Xerox Corporation	
GROUP NO.	**MEMBERS**
KEY STRATEGIC KNOWLEDGE GAP Service representatives' tacit knowledge of solutions for addressing breakdown of machines serviced is not captured and documented.	
KM VISION Facilitate the fusion of knowledge.	
KM OBJECTIVES To enable service representatives to effectively address machine servicing customer issues.	

European KM Forum IST Project No. 2000-26393; D3.1 Standardised KM Implementation Approach; 2001.   78

Key message

Application of template to an example

Trainer notes

This slide shows an example of a KM Strategy featuring Xerox Corporation's Eureka Project from Key Strategic Knowledge Gap to KM Objective.

Transition to next slide

Let's continue with the rest of the example of KM strategy.

Reference

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

Slide 79: Example of KM Strategy (cont'd)

Using Knowledge to Increase Productivity, Profitability, and Growth	Module 5

Example of KM Strategy (cont'd)

KM STRATEGY AND PROGRAM Eureka Project, Xerox Corporation	
GROUP NO.	**MEMBERS**
KM STRATEGY Systematically build on the knowledge shared and developed by repair technicians within the local Communities of Practice (personalization strategy)	
STRATEGY OUTCOME MEASURES Percentage of new ideas/innovations/best practices generated Percentage of ideas generated/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.

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Key message

Application of template to an example

Trainer notes

This slide shows an example of KM Strategy featuring Xerox Corporation's Eureka Project of, from KM Strategy to KM Programs.

Transition to next slide

Let's continue with another workshop, this time formulating a KM Strategy for an SME case study.

Reference

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

Slide 80: Workshop on KM Strategy

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 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 have 20 minutes 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.)	

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Key message

Formulating a KM strategy

Trainer notes

• This is the third workshop under Module 5. Fill in your group no. and names of members.

• Based on the previous workshops we have done, we are now ready to identify a Key Strategic Knowledge Gap and craft the KM Vision.

• To close the gap, formulate the:

1. KM Objective

2. KM Strategy

3. Strategy Outcome Measures

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

Level	Focus	KM Program
Potential KM Programs		
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

Using Knowledge to Increase Productivity, Profitability, and Growth — Module 5 — 82

Key message
Some potential KM programs

Trainer notes

- At this point, the organization can now develop a KM program to address the KM strategy in order to achieve the objective of the 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 with the others.

- This 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 KM programs are as follows:

  - INDIVIDUAL (Formal Training, Mentoring, Coaching, Exit Interviews, Talk Rooms, Knowledge Repositories)

  - TEAM (Communities of Practice (CoPs), 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:

  - Capability building includes training which can take the form of formal classroom training, on-the-job (OJT) training or mentoring and coaching.

- Knowledge mapping is taking an inventory of the organization's knowledge assets, who has it, where it is located, and how this knowledge flows from the source to the receiver.

- Knowledge harvesting is capturing and codifying knowledge, especially 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 among R&D staff. These random kinds of conversations are expected to create value for the organization.

- After Action Reviews (AARs) have already been discussed in the previous modules. Other names for this are Lessons Learned Meetings and Debriefing. AARs review an activity after its completion and make use of the results of such review to improve the succeeding activity or next implementation of that activity.

- Internal Benchmarking describes when comparisons are made within the same organization, for example, other departments, factories or plants at 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 in 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 for help. It pays to know who knows what and where they can be found, especially when you need them most.

- External Benchmarking is comparing performance of a process with other organizations, not necessarily just from the same industry or sector but more from those outside of your industry or sector. It is this latter case where breakthroughs occur and where the organization can focus more to achieve innovation.

- An example of innovation management using external benchmarking: An airline in the US wanted to reduce their turnaround time by half during a layover. They were not successful with their usual process improvement strategies. So they benchmarked with the Indianapolis 500 car race pit crew on how they could organize their work better during layovers and were able to achieve their target.

- Networks of Practice are like CoPs 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

1. Gray P. H. 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/kbe

2. Wiig K.M. People-Focused Knowledge Management. Knowledge Research Institute, Inc.; 2004.

3. Bendell T., Boulter L., Goodstadt P. Benchmarking for Competitive Advantage. 2nd edition. Pearson Professional Ltd., Great Britain; 1998.

Slide 83: Criteria for Prioritizing Programs

Using Knowledge to Increase Productivity, Profitability, and Growth Module 5

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.

83

Key message
Criteria for prioritizing KM programs

Trainer notes
Prioritizing KM programs will 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)

Transition to next slide
Let us now consider an example of a KM program to complete our sample template on Xerox Corporation's Eureka Project.

Reference
Primer on Knowledge Management. Standards, Productivity and Innovation Board (SPRING Singapore); 2001.

Slide 84: Sample Matrix Diagram for Prioritizing KM Programs

Sample 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		

Key message
Template for prioritizing KM programs

Trainer notes

- You can use this template for prioritizing the KM programs that you have identified.

- This template is based on the matrix diagram.

- Column (1) is for the KM programs that 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 s guide).

- You can choose the rating scale (e.g., 1–10,1–5) 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 for the KM program, starting from the highest to the lowest (with '1' being the highest).

Transition to next slide
Let's look at an example of a KM program to complete our sample template on Xerox Corporation's Eureka Project.

Slide 85: Example of a KM Program

Example of a KM Program

KM STRATEGY AND PROGRAM Eureka Project, 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 a repository system for capturing ideas, solutions, best practices, and lessons learned from repair technicians.
- Intranet/Web: Connect technicians to networks where they can share their tacit knowledge.
- Collaboration tools: Provide technicians with access to knowledge they can use to solve servicing problems.

European KM Forum IST Project No. 2000-26393; D3.1 Standardised KM Implementation Approach; 2001.   85

Key message

Illustration of a sample KM Program using Xerox Corporation's Eureka Project

Trainer notes

Let us continue with the example that we used earlier, that of Xerox Corporation's Eureka Project. This KM Program focuses on a combination of individual, team, and intra-organization levels. The mode of knowledge capture and delivery is IT-based. The program is also focused on knowledge sharing and information transfer. The corresponding KM initiatives and practices are as follows:

1. Knowledge Bases: Create repository system for capturing ideas, solutions, best practices, and lessons learned from repair technicians.

2. Intranet/Web: Connect technicians to networks where they can share their tacit knowledge.

3. Collaboration Tools: Provide technicians with access to knowledge that they can use in solving servicing problems.

Transition to next slide

In the next workshop, we will complete our KM Strategy and Program.

Reference

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

Slide 86: KM Program Workshop

Key message

Application for developing a KM Program

Trainer notes

- This is the fourth workshop in Module 5.

- Use the above template, which 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

Key message

Designing processes in relation to programs

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 in designing processes.

Slide 88: Design Processes

Design Processes

✓ Develop a KM structure

✓ Develop KM methods and tools

✓ Build awareness through communication

88

Key message

Designing processes in relation to programs

Trainer notes

- This step involves the following tasks:

  1. Develop a KM structure

  2. Develop KM tools and techniques

  3. Build awareness through communication

Transition to next slide

Now, let's look at developing a KM structure.

Slide 89: Examples of KM Governance Structures
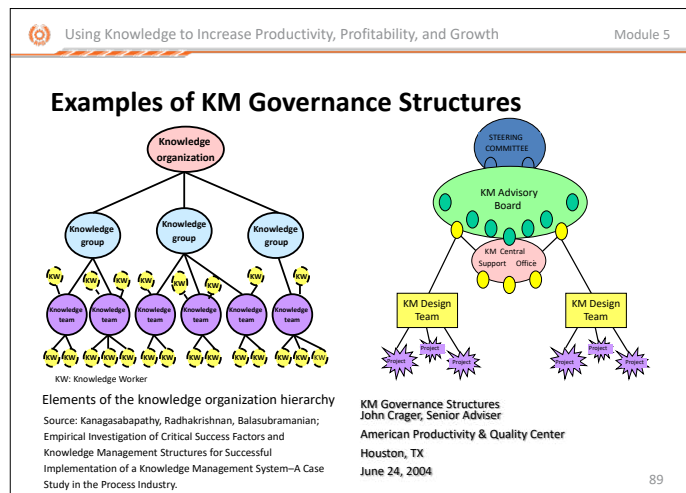
Key message

Types of KM structures

Trainer notes

Here are some examples of KM Governance Structures:

A. This is from a case study, called "Empirical Investigation of Critical Success Factors and Knowledge Management Structures for Successful Implementation of Knowledge Management Systems" in the process industry.

- It describes a knowledge team-based organizational structure.

- The knowledge organization is composed of knowledge groups consisting of knowledge teams.

- The knowledge teams are composed of knowledge workers selected for participation in a knowledge team on the basis of their tacit knowledge and skills.

B. The other example was taken from a presentation made in June 2004 by John Crager, Senior Adviser at the American Productivity and Quality Center.

- 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 the implementation of KM strategy.

- The Design Team(s), composed of 5–8 cross-functional leaders and end-users from the process field, are responsible for developing a 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

1. Kanagasabapathy, Radhakrishnan, Balasubramanian; "Empirical Investigation of Critical Success Factors and Knowledge Management Structures for Successful Implementation of a Knowledge Management System–A Case Study in the Process Industry"

2. KM Governance Structures. John Crager, Senior Adviser, American Productivity & Quality Center, Houston, TX; June 24, 2004.

Slide 90: KM Structure
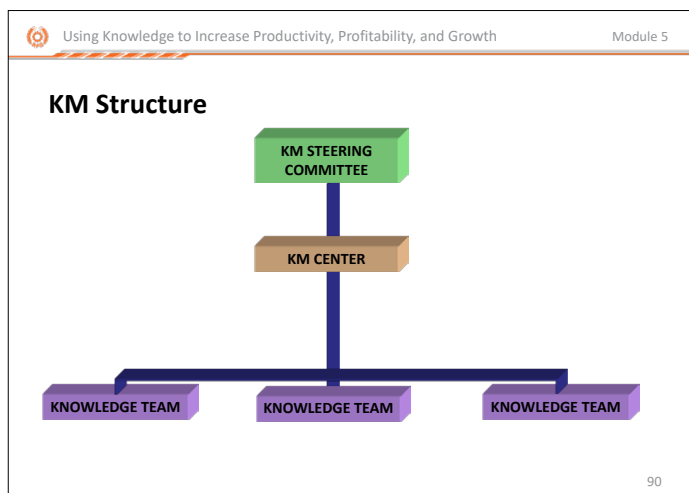
Key message
Basic KM Structure

Trainer notes

- Based on the examples shown earlier, a basic KM structure should included the following:

  (1) A KM Steering Committee

  − Composed of top and middle management, this Committee provides strategic oversight, direction and resources; it is the KM policy-making/decision-making body.

  (2) KM Center or KM Central Support Office

  − This body orchestrates the KM effort.

  − It is tasked with providing technical support to all the different knowledge teams as they implement their KM projects.

  − It assists in KM training and education, promotes KM projects and initiatives, and evaluates KM implementation in the organization.

  (3) Knowledge Team

  − This is 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 ranging in number from five to ten. Its members can come 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., and skills such as facilitating, sales, marketing, change management, etc.

- Transient teams can be subsumed into the main functions later on.

Transition to next slide

After developing the KM structure that we would like to adopt, let us now look into developing the KM methods and tools suitable for our requirements.

Slide 91: KM Tools and Tools

Key message

Examples of KM tools and techniques

Trainer notes

- This 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 or knowledge harvesting, techniques include apprenticing/shadowing (to learn on the job), video-recording as people perform their work, or hiring 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 now move on to the last step in our design processes, which is building awareness through communication. Let's find out what mechanisms can be employed to build awareness.

References

1. Clemmons Rumizen M. The Complete Idiot's Guide to Knowledge Management. John A. Woods: CWL Publishing Enterprises; 2002.

2. Primer on Knowledge Management. Standards, Productivity and Innovation Board (SPRING Singapore); 2001.

Slide 92: Mechanisms for Building Awareness

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.

92

Key message

Mechanisms for building awareness

Trainer notes

Some mechanisms for building awareness on KM through communication are:

1. Check if everyone in the organization knows what KM is all about, its importance in the organization and its benefits.

   • Conduct orientations, training, and seminar/workshops on KM and its importance for top management and staff

   • Define KM objectives for SMEs

   • Understand NPOs' sponsorship role

   • Introduce KM best practices

2. Create a compelling picture of what is possible.

   • Develop a compelling vision for KM strongly linked to the vision, mission, and strategic goals of the organization, with the participation of key officers and staff

3. Leverage on existing practices related to KM.

   • Identify existing practices or knowledge resources that the organization can build on (e.g. database of Quality Circle projects, Lessons Learned meetings, CoPs or Quality Circles on specific projects, database of minutes of Lessons Learned meetings)

4. 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

5. 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, both tangible and intangible, derived

6. Develop a communication plan.

   • Include basics such as the things you plan to produce, such as articles or stories, the medium of communication, the timetable, the target audience, the person(s) responsible for each phase, and periods for review of the plan.

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 for 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 5: 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 on the slide.

- For the prioritized KM program, 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.

Transition to next slide

This brings to a close Stages 1 (Discover) and 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.
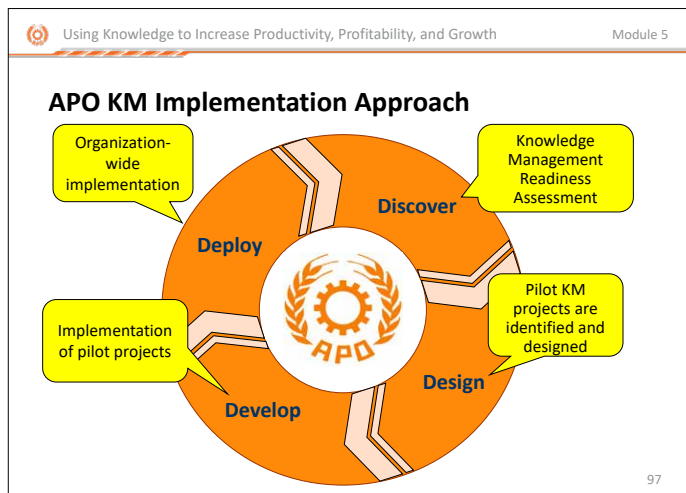
Introduce Yourself
Assumption of this session:

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 Readiness Assessment instrument to generate data on the 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 Lessons Learned to enhance the 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

Stage 3: Develop: Objectives

· To understand the activities to be undertaken at 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.

· To identify how lessons learned can be used to formulate refinement of the KM Plan.

98

Key message

Objectives of the Develop stage

Trainer notes

Read out the objectives on the slide.

Transition to next slide

We will now try to understand what a pilot test is.

Slide 99: What Is a Pilot Test?

What Is a Pilot Test?

A pilot test, also called a feasibility study or an experimental trial, is a small-scale, short-term experiment that helps an organization learn how a large-scale project might work in practice.

99

Key message

Pilot test defined

Trainer notes

- A pilot is implementation of the KM Program on a small scale. It could be a component of the organization-wide KM Plan.

- A pilot is a strategy to reduce risks that accompany change or innovation, and

- A pilot is an organizational learning strategy. This means that the pilot experiences and results need to be translated into lessons that will help refine the KM Plan.

Transition to next slide

What are the objectives of a pilot test?

Slide 100: Objectives of a Pilot Test

Using Knowledge to Increase Productivity, Profitability, and Growth	Module 5

Objectives of a Pilot Test

· To test how the program will work in real life

· To test the efficiency and effectiveness of the process

· To generate data for improvement

· To convince people of the "goodness" of the change or innovation

· To manage risk: identify any deficiencies in the plan before going live

100

Key message

Objectives of a pilot test
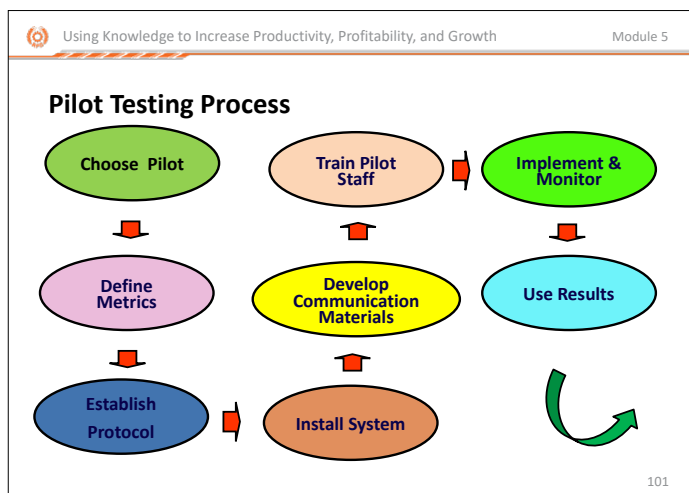
Trainer notes

The objectives of a pilot test are:

- <u>To test how the program will work in real life</u>. Before going live, it's necessary to get an idea of how it will actually work.

- <u>To test the efficiency and effectiveness of the process</u>. The pilot should provide answers to the questions "Have the results we targeted for the KM program been achieved?" and "Is the process, as implemented in the pilot, the most efficient way of arriving at these targeted results?"

- <u>To generate data for improvement</u>. The pilot should prompt us to have experience-based data on what works well and what doesn't.

- <u>To convince stakeholders of the "goodness" of the change or innovation</u>. Nothing convinces better than success. A successful pilot will be able to set realistic expectations.

- <u>To manage risk: To take corrective steps before a full roll-out</u>.

Transition to next slide

Let us move forward and look at the process of pilot testing.

Slide 101: Pilot Testing Process

Key message

Pilot testing process

Trainer notes

- There are eight steps in conducting a pilot test.

- Go through the eight steps.

- Highlight the arrows to indicate the sequence of the steps but also call participants' attention to the fact that two steps may happen simultaneously. These two steps are the development of communication materials and the training of pilot staff.

- The eight steps will be explained one by one.

Transition to next slide

We will now look at the first step.

Slide 102: Pilot Testing Process: Choose a Pilot

Pilot Testing Process: Choose a Pilot

1. Should be relevant

2. Easy to implement

3. Resources required

4. Brings strategic results to the organization

5. Offers obvious benefits to employees

6. Blends with the overall KM strategy

102

Key message
Choose a pilot

Trainer notes

- How do you choose a pilot?

- Remind participants of the strong need to identify areas of improvement and to demonstrate success. The pilot is an opportunity to also demonstrate quick wins. Note: Some experts suggest running two simultaneous pilots. This will provide richer data to make corrections before the final roll-out. Also, any change management issues will get identified early.

- Present suggested criteria for selection. Explain each briefly.

- Open the discussion to participants for additional suggested criteria.

Transition to next slide
We will now look at how to define metrics.

Slide 103: Pilot Testing Process: Define Metrics

Pilot Testing Process: Define Metrics

1. Efficiency and effectiveness of the system

2. Gaps identified, recorded, and addressed

3. Sustained engagement of pilot testing staff

4. Usefulness of data generated

5. Usefulness of feedback generated

6. Others?

103

Key message
Identify metrics

Trainer notes

- Because one of the key objectives of the pilot is to demonstrate success, it is critical that to describe what success will look like. In short, criteria should be in place to determine whether or not we have succeeded in the pilot. For example, some of the success metrics used at Siemens are 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 on the slide.

- Note to trainer:

  ✓ #4 data are metrics-referenced; they refer to data generated on whether the pilot as planned worked well according to the agreed-upon metrics. What were the facilitating factors? What were the constraints (if any)?

  ✓ #5 feedback is experience-referenced; it includes data from the pilot testing staff on their experiences and how these have affected them. Was the pilot a "good" experience for them? Was it worth the efforts and resources that were dedicated to it?

  ✓ In establishing a pilot project, a balance needs to be struck between having clarity on the intentions and scope of the pilot and allowing experimentation that may uncover even more valuable uses and applications.

- Ask participants for additional suggested metrics.

- Before going on to the next slide, emphasize that the metrics to be adopted depend 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

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

104

Key message
Establish protocol

Trainer notes

- Establishing the protocol entails formulating the plan for the pilot in relation to the overall intent of the KM Plan.

- Some important considerations must be kept in mind when the pilot protocol is drawn up.

- Present the slide. Explain that a good protocol should be able to satisfy the considerations listed there.

  - Frequency of communication and format for reporting should be decided at this stage.

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

Pilot Testing Process: Install System

Points to consider in installing the pilot test system:

1. Are the needed resources available?

2. What competencies need to be developed among pilot test staff?

3. Is there explicit support from the 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?

105

Key message

Set up the pilot, which includes installing the KM system

Trainer notes

- Before the pilot can be conducted, the system for the pilot should be installed. This is explained in the items on the slide.

- Present and explain the slide. All the points in the slide need to be actioned before proceeding.

Transition to next slide

Let us now proceed to the preparation of communication materials.

Slide 106: Pilot Testing Process: Develop Communication Materials
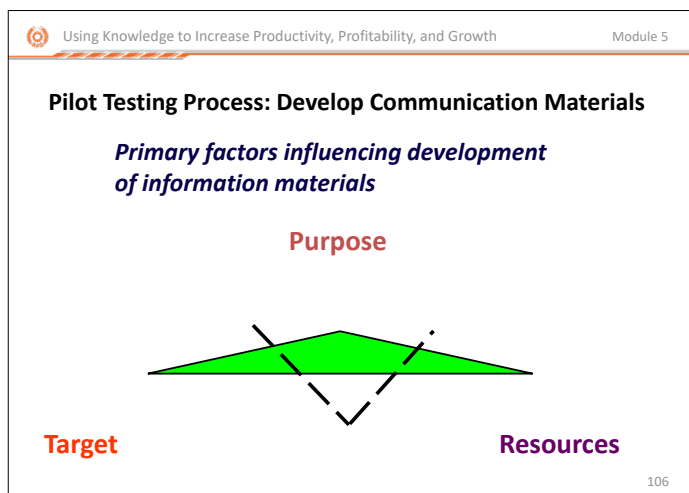
Key message

Develop communication materials

Trainer notes

- Developing buy-in is one critical success factor to any undertaking. This is very true for pilot tests and KM.

- A key consideration for getting buy-in is the message one wants to convey. It is important to think through the process.

- Show the slide: Factors to consider in preparing communication materials. Present and explain items.

  - Purpose means what we want to achieve through the communication. It dictates all activities we will undertake in marketing the pilot.

  - Targets are the stakeholder groups that need to know, understand, and support the pilot. Their characteristics will influence the types, language, and tone of the materials.

  - Resources define the format in which the material will be produced: posters, e-mailers, screen savers, etc. Sometimes the communication material is prepared in-house. Factor in the time required for this.

- IT IS VITAL TO MAKE THE PILOT PROJECT TEAM FEEL IMPORTANT.

Slide 107: Pilot Testing Process: Train Pilot Staff

Pilot Testing Process: Train Pilot Staff

1. Need to train pilot staff to perform their roles/functions vis-à-vis the protocol; the more capable they are, the higher the chances for the pilot's success.

2. Capacity-building and ensuring clear understanding of the tasks related to the pilot and skill in performing the tasks.

3. Of equal importance in preparing the staff to take on their responsibilities is developing their willingness to participate; stimulating their desire to learn something different; and interesting them in working with other staff with whom they may not have interacted before.

107

Key message

Train the pilot staff

Trainer notes

- Present the slide.

- Need to train the pilot staff to do their roles/functions vis-à-vis the protocol; the more capable staff are in performing their roles, the higher the chances for the pilot's success.

- Capacity building will focus on knowledge, understanding, and skilling of the pilot staff on the needed competencies for them to successfully participate in the pilot. This should ensure a clear understanding of the tasks related to the pilot and the skill in performing the tasks.

- Of equal importance in preparing the staff to take on their responsibilities in conducting 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 may not have interacted before. The higher the capacity and willingness of the pilot staff, the higher the chances of a successful pilot. The reverse is also true.

- This necessitates some focus on the dynamics of the group in relation to the tasks that need to be performed.

Transition to next slide

The next slide provides a template for pilot staff training.

Slide 108: Pilot Testing Process: Train Pilot Staff

Pilot Testing Process: Train Pilot Staff

Template for Planning the Pilot Test Staff Training

What Competencies/ Skills?	For whom?	How? (Content/Manner of training)	By when?

Key message
Template for training the pilot staff

Trainer notes
Explain that the template is useful for identifying beforehand what training may be required by whom, by when, and what the training content should be.

For example, pilot participants would need to know the software and how to use it.
Training could also include templates that need to be filled in, so it's necessary to give clarity on this.

Transition to next slide
Let us now go to the implementation and monitoring step.

Slide 109: 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:

  (a) Planned activities in the KM Plan

  (b) Expected outputs (Are they being achieved? How close are you to this?)

  (c) Adequacy and appropriateness of assigned resources (Equipment? Materials? Time?)

  (d) People capability and

  (e) Attitude

- Another point to consider here might be the damage control activities that need to be undertaken to ensure 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 110: Workshop: Template for Formulating the Pilot Work Plan

Using Knowledge to Increase Productivity, Profitability, and Growth Module 5

Workshop: Template for Formulating the Pilot Work Plan

Date	Activity	Expected Result	Lead Person and Others Involved	Resources Needed

110

Key message

Formulation of a pilot work plan template

Trainer notes

Introduce and explain the headings of the template.

Transition to next slide

We will now formulate a pilot work plan.

Slide 111: Workshop: Formulating the Pilot/Work Plan: Instructions

Using Knowledge to Increase Productivity, Profitability, and Growth   Module 5
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 longer than 5 minutes per group.
111

Key message

Workshop on formulating a pilot work plan

Trainer notes

- Give participants instructions that they have 30 minutes to plan the details of a KM Plan component that they decide to pilot. After 30 minutes, have each group present its output for 5 minutes. Comments and suggestion may be raised for another 5 minutes.

- Do the same for the other groups.

Transition to next slide

Let us now go to review the presentations.

Slide 112: Pilot Testing Process: Success Factors

Pilot Testing Process: Success Factors

· Adequate training for participants

· Planned system for pilot test

· Accurate documentation of process

· Feedback mechanism (website, e-mail, listening posts)

· Measurable success indicators

112

Key message

Success factors

Trainer notes

• Conclude workshop

• Use the slide on success factors to summarize the discussion.

Transition to next slide

Let us now consider a process of identifying lessons learned from the pilot.

Slide 113: After Action Review

After Activity Review

Suggested discussion questions:
- ❖ What went well?
- ❖ What did not go well?
- ❖ What were helpful/not helpful factors?
- ❖ In light of this learning,
    - ・ What will you STOP doing?
    - ・ What will you START doing?
    - ・ What will you CONTINUE doing?

113

Key message

After Action 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 focus 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 action, showing us what we need to STOP doing, START doing, and CONTINUE doing.

- These are the suggested questions that can guide the discussion.

Transition to next slide

How can we use the results?

Slide 114: Pilot Testing Process: Use Results

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

114

Key message
Use results

Trainer notes

- The pilot is a resource- and effort-intensive activity. Wisdom dictates that use of results should be optimized.

- Where will you use the results?

- After explaining the items, solicit additional ideas from participants to enrich the discussion.

- Ask participants for questions or comments that 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 115: Develop: Conclusion

Key message

Closing slide: The devil is in the details!

Trainer notes

- Show the slide. Explain the need to pay attention to the details of the pilot undertaking. It is a sure way of ensuring success for 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. Next, we will look at Stage 4: Deploy.

Slide 116: Module Outline

Key message

Stage 3 of the Implementation Approach

Trainer notes

This is Stage 3 of the KM Implementation Approach.
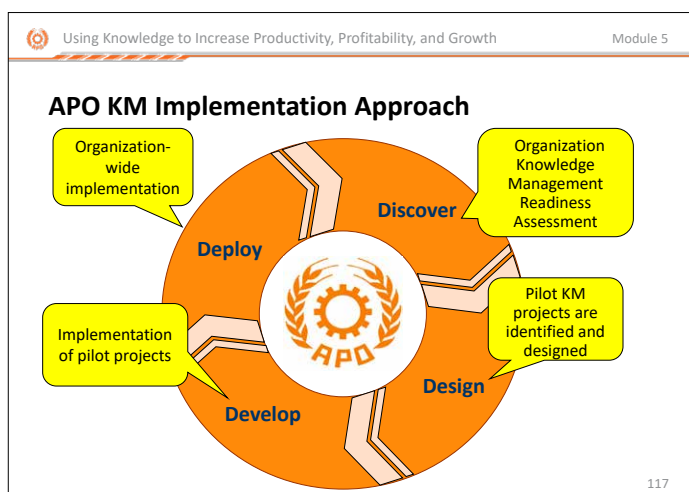*Introduce yourself.*

Assumption of this session:
You produced a prototype KM Plan 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 117: APO KM Implementation Approach

Key message

Highlights the four stages in the APO Implementation Approach

Trainer notes

Module 5: APO KM Implementation Approach

- Discover

  ✓ Used the KM Readiness Assessment Instrument to generate data on status of KM implementation in the organization.

  ✓ Used the data generated to build a case for KM for the organization.

- Design

  ✓ Articulated a KM Vision for the 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 lessons learned to enhance the organization-wide KM plan.

- **Deploy**

  ✓ This is the focus of this session.

Transition to next slide
Let's look at the objectives for this session.

Slide 118: Stage 4: Deploy: Objectives

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 ongoing evaluation during deployment

118

Key message

Objectives of Stage 4: Deploy

Trainer notes

- Show the slide.

- Explain each item.

- Deployment is for sustainability and institutionalization of the KM program.

Say:

This is what we want to accomplish in this session.

Transition to next slide

We will now look at what we mean by "Deploy."

Slide 119: What is Deployment?

What is Deployment?

Deployment is the integration of KM in work processes of the organization. This means the organization-wide implementation of the KM Plan. It is doing the pilot process again but on a larger scale in terms of the scope, the people involved, and the resource requirements.

119

Key message

Meaning of deployment

Trainer notes

- Show the slide and explain the definition.

- Emphasize that deployment is the last stage in implementation.

Transition to next slide

We will now look at the objectives of Deployment.

Slide 120: Objectives of Deployment

Using Knowledge to Increase Productivity, Profitability, and Growth   Module 5
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
120

Key message

Objectives of deployment

Trainer notes

- Show the slide and explain the items.

- Deployment is for sustainability and institutionalization of the KM program.

Transition to next slide

Let's move ahead and look at the process of deployment.

Slide 121: Critical Factors in Deployment

Critical Factors in Deployment

・Clear targets

・Sustained support of top management

・Adequate technical capability of staff

・Successful transition management

・Effective process

・Technology support

121

Key message

Critical factors in deployment

Trainer notes

• Show the slide and explain each item.

• There are critical success factors in deployment and the KM point person should be well aware of them.

Transition to next slide

We will now look at useful technology for KM implementation.

Slide 122: Useful Technology

Useful Technology

· Open source technology, e.g., Linux
· Website development
· Database development
· Platforms
· Social Media

122

Key message

Useful technology for KM implementation

Trainer notes

- Implementing KM need not be an expensive undertaking.

- Open source technology presents options that can make KM implementation affordable.

- Basic technology necessary might include a program for developing a website for the organization, database development, and groupware to facilitate knowledge sharing within the organization and linking with other organizations and customers.

- While the technology can be downloaded, the organization will still need the involvement of an information technology consultant to help the organization design its IT architecture according to the organization'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 for implementing KM.

- It is essential that organizations be made aware of options that will reduce the cost of implementing KM.

- It is also important to note that the availability of technology does not guarantee successful KM implementation.

Transition to next slide:

The following are examples of some useful technology.

Slide 123: Useful Technology: Examples

Using Knowledge to Increase Productivity, Profitability, and Growth		Module 5

Useful Technology: Examples

Knowledge Process	IT Tools	Functions
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

For more KM Methods & Tools, refer to Knowledge Management Tools and Techniques Manual. APO.   123

Key message
Useful technology for KM implementation

Trainer notes

- KM implementation need not be an expensive undertaking.

- These are some examples of IT tools that may be useful for implementing KM. This matrix is adapted from a PSB (now SPRING Singapore) presentation in its "Primer on KM." To facilitate reference, the IT tools have been grouped based on the APO KM Process.

Transition to next slide
Here are more examples of IT tools.

Slide 124: Useful Technology: Examples

Useful Technology: Examples

Knowledge Process	IT Tools	Functions
Share	· E-mail · Intranet, Web · Search and retrieval technologies	· Communicating knowledge · Accessing information for decision-making
Apply	· Collaboration tools · Meeting support software · Documentation tools · Intranet/extranet	· Group communication regardless of time or location · Enables interaction and collaborative work · Facilitates exchange of ideas and learning · Documents success stories for sharing with others

Source: Adapted from PSB, Singapore. Primer on KM   124

Key message

Useful technology for implementing KM

Trainer notes

- These are some examples of IT tools that may be useful for implementing KM. This matrix is adapted from a PSB (now SPRING Singapore) presentation in its "Primer on KM." To facilitate reference, the IT tools have been grouped based on the APO KM Process.

- Stress the message that IT tools only make it easier to implement KM. They neither ensure success nor are they prerequisites to implementing KM.

Transition to next slide

There are other barriers that may multiply the risk of implementing KM. An enabling environment needs to be created in the organization that will encourage staff to actively participate in KM. This brings us to the next slide.

Slide 125: Barriers to Successful KM Implementation

Key message

Barriers to successful KM implementation

Trainer notes

- Guptara asserts that in addition to lack of technology, there are five possible barriers to KM implementation.

- 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 time for planning, implementing, collaborating, learning together, evaluating what has been achieved, and re-planning for a more effective program.

- "Power" refers to support for the KM program on the part of top management as well as middle managers and supervisors.

- "Structure" means that 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 why there is an emphasis on metrics.

- "Organizational culture" defines the success parameters for KM. Before KM activities are introduced, staff should be prepared for the transition from current practices to enhanced KM-oriented procedures.

- An enabling environment for KM should be able to address all these potential barriers.

Transition to next slide

Thus, there is the need for a knowledge sharing culture.

Slide 126: Critical Cultural Factors

Key message

Critical cultural factors

Trainer notes

- Most KM projects failed because they were fighting a losing battle in the presence of a strong existing knowledge hoarding culture.

- Without addressing the critical cultural factors, it is unlikely that the effort will be sustainable.

Transition to next slide

Thus, the need to move from a knowledge hoarding to a knowledge sharing culture.

Slide 127: Changing the Culture

Key message

Changing the culture

Trainer notes

- KM is entirely dependent on the context of companies today.

- Corporate cultures can vary, depending largely on the policies and history of the organization. There are, however, some commonalities, such as knowledge hoarding, that relate to universal human behaviors.

- Nobody wants to lose their job, so the idea of knowledge hoarding to protect one's job is present wherever employees have witnessed downsizing, firings, or layoffs.

- Motivating positive change can be extremely difficult, but it is impossible if the organization doesn't make a significant change in terms of its management policies and choices.

- In order to adopt a policy of knowledge sharing, and maintain that level of innovation, companies need to create an atmosphere in which sharing knowledge is safe.

Transition to next slide
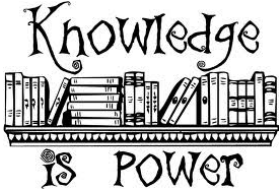
Thus, the need to change employees' mindset.

Slide 128: Paradigm Shift

Paradigm Shift

From…

To … Knowledge <u>Shared</u> Is Power MULTIPLIED

Robert Noyce

128

Key message
Knowledge shared is power multiplied

Trainer notes
- Once we enter the working world, we realize that we need to collaborate.

- The challenge is to effect a paradigm shift from thinking that "Knowledge Is Power" to "Knowledge Shared Is Power Multiplied."

Transition to next slide
What are some knowledge sharing practices?

Slide 129: Effective Knowledge Sharing Practices

Using Knowledge to Increase Productivity, Profitability, and Growth   Module 5

Effective Knowledge Sharing Practices

- Sell knowledge sharing
- Model the behavior
- Share testimonials
- Measure sharing
- Get the value proposition right
- Recognize the stages of knowledge sharing

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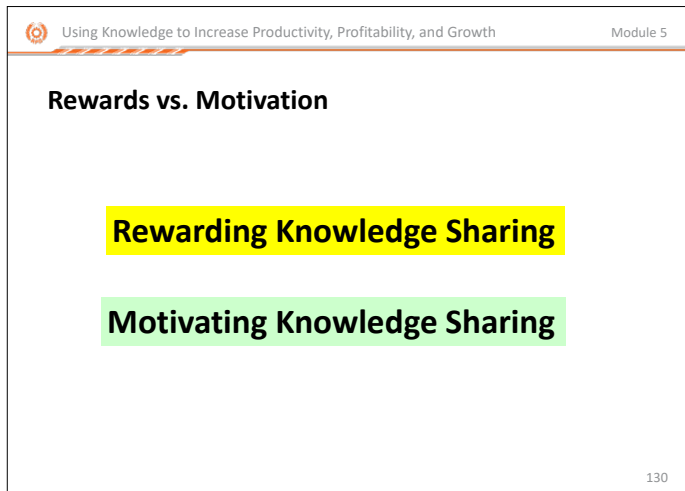**Key message**

Effective knowledge sharing practices

Trainer notes

- **Sell knowledge sharing.** People often see knowledge management as a time-consuming add-on and don't see the benefits for themselves of doing the extra work required.

- **Model the behavior.** Managers need to model the behavior.

- **Incorporate Testimonials.** Stories of the success of knowledge initiatives have long been considered important ways to focus attention on knowledge sharing.

- **Measure Sharing.** As with all changes, measuring knowledge sharing shows that management believes it is important. Companies need to identify these types of metrics in addition to traditional outcome metrics.

- **Get the Value Proposition Right.** Understanding and articulating the ways that knowledge sharing links to value is absolutely critical.

- **Recognize the Stages of Knowledge Sharing.** Instilling a knowledge sharing culture is a multistep process and firms need to recognize when they are ready to move from one stage to the next.

Transition to next slide

Can rewards motivate employees to share knowledge?

Slide 130: Rewards vs. Motivation

Key message

Can rewards motivate knowledge sharing?

Trainer notes

- **Rewarding Knowledge Sharing**

  - We are told by many management gurus that rewards must be put in place to encourage knowledge sharing.

  - However, human beings are motivated by more than just money.

  - Positive motivators encourage knowledge sharing.

  - Rewards could be monetary or non-monetary.

  - The performance management system must reinforce the sharing culture.

- **Motivating Knowledge Sharing**

  - The real answer is to help people see for themselves that knowledge sharing is in their personal interest.

  - If people understand that sharing their knowledge helps them do their jobs more effectively, then knowledge sharing will become a reality.

Transition to next slide

Can rewards motivate employees to share knowledge?

Slide 131: Rewards and Incentives

Rewards and Incentives

- The objectives of providing rewards and incentives are participation and sustainability.

- The rewards and incentives may be in various forms.

Key message
Rewards and incentives

Trainer notes
- The objective of offering rewards and incentives is promoting participation and sustainability.

Transition to next slide
We will now look at the various types of rewards.

Slide 132: Rewards and Incentives

Rewards and Incentives
Rewards can range from

・ 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

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Key message

Types of rewards and incentives

Trainer notes

- Explain the items in the slide.

- Stress one essential characteristic of TRUE rewards and incentives—they should respond to the value priorities of the staff.

Transition to next slide

We will now look at examples of rewards in some organizations in Asia.

Slide 133: Examples of Rewards and Incentives

Using Knowledge to Increase Productivity, Profitability, and Growth   Module 5

Examples of Rewards and Incentives

Siemens: "Share and Succeed" allots points for active KM participation such as urgent reports answered; number of discussion group statements from CoPs; submission of KM profile; etc.

Airtel India: "Knowledge Dollar" as a unit of performance credit; joint President and CEO KM Award

Unilever Indonesia: Learning Award for knowledge transfer and Enterprise Award for entrepreneurship

SCG Paper: Designation as a mentor or coach, a knowledge champion or a member of a community of experts

Samsung Advanced Institute of Technology: "Praise Ground" as the medium for peer recognition

133

Key message

Examples of rewards and incentives

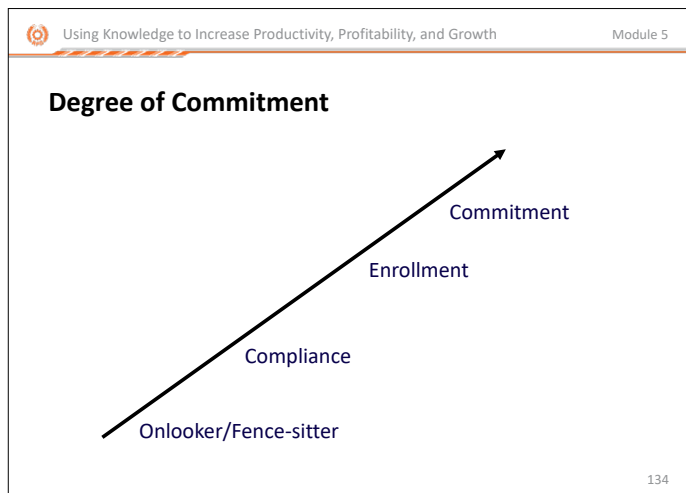### Trainer notes

- Explain the items in the slide.

- Stress one essential characteristic of TRUE rewards and incentives—they should respond to 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 staff in KM. This, however, is influenced by how committed staff are to KM.

Slide 134: Degrees of Commitment

Key message
Degrees of commitment

Trainer notes

- Explain the continuum of degrees of commitment to any change initiative.

- Onlookers 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 relating to the change being introduced.

- Compliance is the action undertaken by those who do not want to risk their job. Therefore, they comply with the instructions given to them without enthusiasm and they will not go beyond instructions.

- Enrolment is the stage where staff see the initial successes by way of benefits to them and to 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 passion for implementing KM. It is demonstrated in such behaviours as self-initiating, advocacy, helping others understand, and convincing others who have not joined fully in the change to do so.

- Not all people go through the various stages and end in commitment. Some start with enrolment and move forward; others never go beyond compliance. Some start enthusiastically but for some reason or other are not able to sustain their efforts.

- Others spend a long time resisting change.

Transition to next slide
We will now look at some of the causes of resistance.

Slide 135: Causes of Resistance to Knowledge Sharing

Key message

Causes of resistance

Trainer notes

- Since these points are self-explanatory, ask participants to identify signs of resistance that might be traced to these causes.

- Some people spend a long time resisting change.

Transition to next slide

How do we address each situation? Let's do a group activity.

Slide 136: Exercise: Addressing Resistance

Using Knowledge to Increase Productivity, Profitability, and Growth	Module 5

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 3 minutes each

136

Key message

Exercise on addressing resistance

Trainer notes

- Divide participants into four groups. Assign numbers (groups 1, 2, 3 and 4). Show and explain instructions as well as the processing procedure.

- Allow 3 minutes for the first round and 3 minutes for the second round. For the third round (5 minutes), instruct groups 1 and 2 to confer and share answers. The other two groups continue to list their answers separately.

- I will give you instructions for each round. If there are no questions, Round 1 starts now.

- After 3 minutes, tell the groups to review their answers. After that say: "Round 2 starts now."

- After 3 minutes, stop the groups from writing and ask them to review. Then say: Groups 1 and 2 will show their answers to each other. They may add the answers of the other group to theirs. Groups 3 and 4 will continue listing on their own. You have 5 minutes to do this.

- When time is up, ask participants to post their answers on the easels.

- Go through all the answers pointing out commonalities and differences.

- Assign a score by counting how many responses were listed.

- Congratulate the winning group(s).

- When all groups have posted their responses, start checking answers. Assign a score for each group.

- After participants have settled down, go through the answers and discuss the most notable ones.

- If needed, discuss the effect of sharing between Groups 1 and 2 in the third round.

Note: If necessary, point out how the sharing between Groups 1 and 2 affected results. Ask them why.

Transition to next slide
Let's summarize our answers.

Slide 137: How Do You Address Each Situation?

How Do You Address Each Situation?

- Don't know: INFORM
- Can't do: EDUCATE, TRAIN
- Not willing: CONVINCE
- Don't believe: BUILD TRUST

137

Key message

Summary of answers

Trainer notes

Show the slide and explain.

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 138: Addressing Resistance: Communication Plan
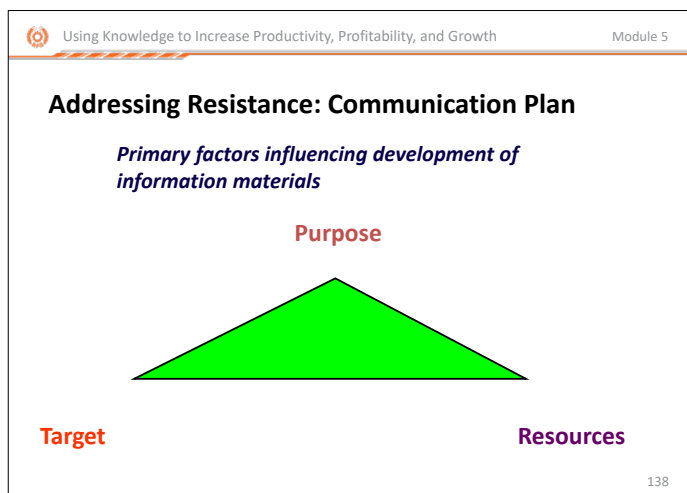
Key message

Communication Plan: primary factors

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 139: Addressing Resistance: Communication Plan

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?**

Key message

Pointers for developing a communication plan

Trainer notes

Explain each of the pointers.

Transition to next slide

Let us do an exercise in developing a communication plan.

Slide 140: Workshop: Template for Formulating a Communication Plan

Key message

Workshop on developing a communication plan

Trainer notes

- Explain the template.

- Give instructions for the workshop. Allow 30 minutes for the task.

- After 30 minutes, give groups time to present their plans for 5 minutes each and discuss for another 5 minutes.

Transition to next slide

Let us now hear from each of the groups on their communication plan.

Slide 141: Workshop: Formulating a Communication Plan

Key message

Presentation of communication plan

Trainer notes

- Give groups 5 minutes each and allow discussion for another 5 minutes.

- Focus on how the communication plan will create a positive environment for implementing KM.

- Congratulate the groups for work well done.

Transition to next slide

We need to constantly monitor and evaluate our KM programs to ensure sustainability.

Slide 142: Ongoing Evaluation

Ongoing Evaluation

· Conduct regular AAR for continuous learning

· Use listening posts

· Monitor milestones and metrics

· Use KM Assessment instrument periodically

· Publish results regularly

· Institute rewards and incentives

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Key message

Ongoing evaluation of KM activities

Trainer notes

• It is important to have ongoing monitoring and evaluation.

• This is to ensure that KM is sustained in the organization.

• Explain each item.

Transition to next slide

This is the last topic in Module 5.

Slide 143 : Module Summary

Module Summary

- APO KM Implementation Approach
  - Discover
  - Design
  - Develop
  - Deploy

- Formulate action plan for KM implementation
  - Prototype Action Plan

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Slide 144: End of Module 5

End of Module 5

144
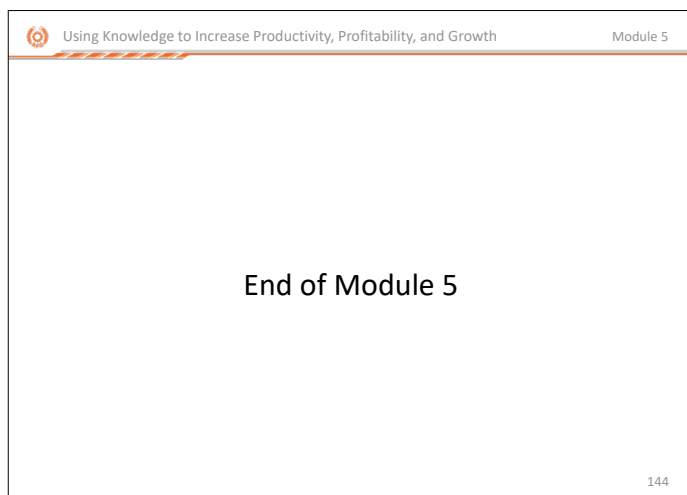
Trainer notes

That is the end of this module.

Slide 145: End of Workshop

Trainer notes

- Explain the metaphor of KM as a small seedling that needs to be nurtured.

- Thank participants for their attention and participation.

Transition to next slide

We will now summarize what we have covered in this five-day workshop.

Appendix
APO KM Assessment Tool

	KM Readiness Assessment: STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT MATRIX			
Sr. No.	**Cat 1.0: KM Leadership**	**Strength**	**OFI**	**Rating (1–5)**
1	The organization has a shared Knowledge Vision and Strategy strongly linked to its vision, mission, and goals.			
2	Organizational arrangements have been undertaken to formalize KM initiatives (i.e., central co-ordinating 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.			
	CONSOLIDATED SCORE			

	KM Readiness Assessment: STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT MATRIX			
Sr. No.	Cat 2.0: Processes	Strength	OFI	Rating (1–5)
7	The organization determines its core competencies (strategically important capabilities that provide a competitive advantage) and aligns them with its 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, reduce variations, improve products and services, and keep updated on the latest in business trends, developments, and directions.			
	CONSOLIDATED SCORE			

	KM Readiness Assessment: STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT MATRIX			
Sr. No.	**Cat 3.0: People**	**Strength**	**OFI**	**Rating (1–5)**
13	The organization's education, training, and career development programs 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 familiarizing them 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 or concerns.			
	CONSOLIDATED SCORE			

	KM Readiness Assessment: STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT MATRIX			
Sr. No.	Cat 4.0: Technology	Strength	OFI	Rating (1–5)
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 has an email address.			
23	Information delivered on the website/intranet is updated on a regular basis.			
24	An intranet (or similar network) is used as a major source of organization-wide communication to support knowledge transfer or information sharing.			
	CONSOLIDATED SCORE			

	KM Readiness Assessment: STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT MATRIX			
Sr. No.	**Cat 5.0: Knowledge Process**	**Strength**	**OFI**	**Rating (1–5)**
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 is 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 reinventing of the wheel and work duplication.			
30	Benchmarking activities are conducted inside and outside the organization, the results of which are used to improve organizational performance and create new knowledge.			
			CONSOLIDATED SCORE	

Sr. No.	Cat 6.0: Learning and Innovation	Strength	OFI	Rating (1–5)
	KM Readiness Assessment: STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT MATRIX			
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 do not occur 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 feel 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.			
	CONSOLIDATED SCORE			

KM Readiness Assessment: STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT MATRIX				
Sr. No.	Cat 7.0: Outcomes	Strength	OFI	Rating (1–5)
37	The organization has a history of (and maintains measures for) 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.			
			CONSOLIDATED SCORE	

Bangladesh

Cambodia

Republic of China

Fiji

Hong Kong

India

Indonesia

Islamic Republic of Iran

Japan

Republic of Korea

Lao PDR

Malaysia

Mongolia

Nepal

Pakistan

Philippines

Singapore

Sri Lanka

Thailand

Turkey

Vietnam