

Session 7

The Matrix

Learning Organizations/ Knowledge Management

Knowledge Management: A Matrix Approach

Knowledge Stages				
Key Enablers	Identification	Elicitation	Dissemination	Utilization
Technology				
Measurement				
Leadership				
Culture				

Learning Organizations/Knowledge Management

A Four Stage Knowledge Management Process

- 4 **Identification:** *Who Knows What?*
- 4 **Elicitation:** *How Do I Acquire This Knowledge?*
- 4 **Dissemination:** *How Do I Get It To The Right People At The Right Time?*
- 4 **Utilization:** *Yes But Is The Knowledge Being Utilized To Help The Organization?*

Learning Organizations/Knowledge Management

Knowledge Identification

Knowledge Mapping

- 4 **Implementing Client Server Technology**
- 4 **Improving Innovation**
- 4 **How do HR Managers Add Organizational Value**
- 4 **Options for Development**
- 4 **Dynamic Consulting Case**

Learning Organizations/ Knowledge Management

Knowledge Elicitation

Types of Knowledge	Examples	Elicitation Techniques
Concepts and Relations	Portfolio Modeling	Tutorials, lectures Repertory Grid
Routine Procedures	Calculation of Risk and Credit Worthiness	Protocol Analysis Task Analysis
Facts and Heuristics	What to Do If Assumptions are Violated	Incidental Protocols Memory Probe
Classificatory Knowledge	Choosing Among Candidate Tests ROI, NPV, etc.	Sorting Tasks Multidimensional Scaling

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Knowledge Dissemination

- 4 **Pull Technologies:** Type a URL or follow a Hot Link
- 4 **Push Technologies:** Specify a profile: PointCast Network, Marimba's Castanet. Castanet's tuner can download Web based content including Java applets or Web pages to the user's hard disk. Once downloaded, the content is self updating because the tuner is capable of downloading any changes that correspond to the user's profile or requests.
- 4 **Portals:** Corporate, Customer, Commerce, and Vertical
 - Corporate Portals or enterprise portals provide access to corporate reports, training manuals, etc. Customer Portals or B2C applications such as Amazon.com
 - Commerce Portals or B2B help businesses better manage their supply chains, improve manufacturing and distribution, etc. Software such as Gadgets from Plumtree, automatically places your top 5 e-mail messages in a portal page everyday along with reports from the company's ERP system and sales leads from a CRM system.
 - Vertical Portals are specific to a particular industry. E-Steel is an example of a vertical portal where buyers and sellers of raw materials can get together to purchase supplies in a neutral marketplace. Chemdex is another example, Here buyers and sellers come together online to purchase chemicals. They can find out about breakthroughs in say the pharmaceutical industry, they can create profiles etc,

Learning Organizations/ Knowledge Management

Knowledge Management Efforts...Dissemination

Four Categories

- 4 **Knowledge Repositories:**
 - External Competitive Systems: General Electric's Customer Knowledge Management*
 - Internal Structured Repositories: Best Practices, Tips, Lessons Learned, etc.*
 - Internal Unstructured Systems: Discussion Databases:*
- 4 **Knowledge Access:** British Petroleum
- 4 **Knowledge Environment:** Microsoft
- 4 **Managing Knowledge as an Asset:** Dow Chemicals

Learning Organizations and Knowledge Management

Knowledge Utilization

The Mitre Corporation Process

The Knowledge Transfer Event

- 4 **Subject:** For the purpose of searching.
- 4 **Description:** The actual message.
- 4 **Quality:** The utility or value to the user. To ensure the information is actually being used to make decisions, and not just posted to get rewards.
- 4 **Viscosity:** A measure of complexity. If the message is highly complex, then a discussion forum is set up to get multiple perspectives on the information that the receiver has obtained. This helps clarify the message and identify its practical use.
- 4 **Date:** When the knowledge or lessons learned were posted.
- 4 **Teacher:** Where the information was obtained, a book, a Web site, a colleague.
- 4 **Receiver:** The person posting the knowledge or lessons learned.

Learning Organizations and Knowledge Management

Knowledge Utilization

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The Knowledge Transfer Event

How Knowledge is Measured

- 4 **Knowledge Sharing Proficiency:** Based on level in the organization. People are assigned proficiency ratings based upon their level in the organization. Rewards are given to individual or teams that exceed their expected proficiency level. If they continually exceed expectations, they are promoted to the next level.
- 4 **Searchable Database:** By author and proficiency level: Individuals can search the knowledge base by author to view contributions and each individual's input volume to measure the contributions that a person has made. Employees can view proficiency levels achieved along with all the elements discussed earlier, while viewing the performance measures attached to a project such as project efficiency, time to complete the project, budget measures of performance, and customer satisfaction survey results..

Learning Organizations and Knowledge Management

Knowledge Utilization

Experian Corporation

Keys to the Process

- 4 **Point System:** *Points are assigned to snippets of computer code that are reused.*
Reusable code: *Both the user and the author receive points.*
Documentation: *Mandatory documentation. This helps facilitate audits. There is an incentive to use the best code, and not always try to write the best code oneself. Incentives kick in after the required work has been performed.*
- 4 **Benefits:**
Faster development
Less use of memory
Faster learning curves
Lower costs

Learning Organizations/Knowledge Management

An Exercise in Utilization

The University Knowledge Management Case