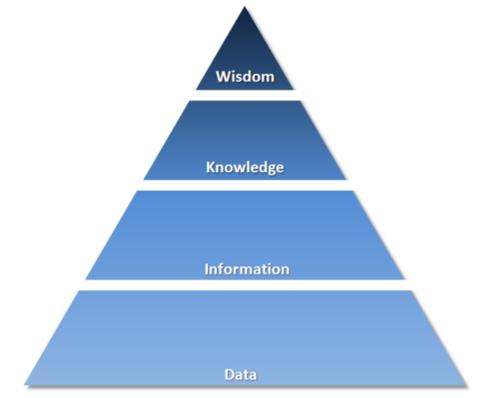


This needs to be done in an **Integrated approach**



Information hierarchy

"People do not manage knowledge, knowledge manages people"

Knowledge sharing
 Study guide section 17

Types of knowledge
 Nonaka & Takeuchi

- Tacit**: personal, in peoples heads, framed by their experiences etc.
- Explicit**: stored, recorded in database --> information
- Implicit**: knowledge locked into processes & systems that organisations use

Transformation



Senior management commitment essential --> KM is critical to organizations success

Intellectual commitment more important than emotional

Incentives & Rewards add to commitment

use McKenzies Checklist to commitment in KM projects

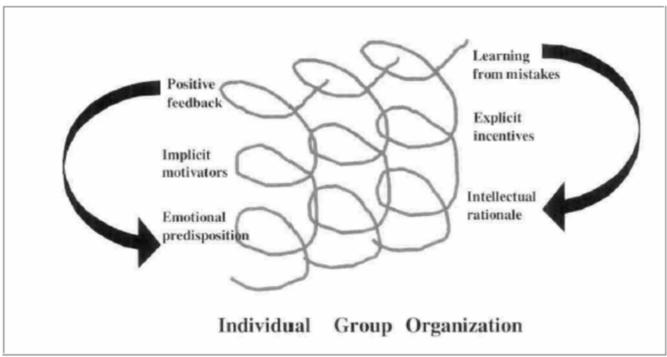
The best motivator for a buy-in is an understanding and recognition of the value of the initiative by the end user

3 questions

What baseline of emotional and logical forces at each contextual level influence the KM initiatives?

How much is behaviour motivated by explicit rewards versus the implicit motivators in the environment, such as responsibility and avoidance of letting others down?

Is there a balance between positive feedback and learning from mistakes, remembering that the outcomes will affect the next set of antecedents through a feedback loop which should be a virtuous not a vicious cycle?



- Knowledge sharing facilities**
- Physical**: Knowledge repositories
 - Virtual**: meta data, free text, Search tools
 - Communities of practice**: exchange ideas and best practice
 - Knowledge cells**: semi-autonomous groups that contain the experts on any particular topic
 - Mentoring & coaching**
 - Peer assists**: Workshop where people share their knowledge with a team that needs help
 - Storytelling**: don't underestimate the power of stories
 - After action reviews**: 4 overarching questions
 - 1 What did you set out to do?
 - 2 What actually happened?
 - 3 What were the differences between the desired and actual results and why did these differences occur?
 - 4 What are you going to do next time?
 - Yellow pages concept**: very useful if offices etc are distributed

Important : Participant honesty, Unemotional and analytical process --> No blame, no Praise

Tools of knowledge sharing