Overview

- Understanding Organizational Knowledge
- Assessing organizational knowledge
- Creating Organizational Knowledge
- Managing Organizational knowledge
- Creating Core Competency
- IT Integration Issues
- Conclusion
Understanding Organizational knowledge
Nature and Impact

- Q: Knowledgeable organization regardless of employee turnover?

- Q: Ways to facilitate Empowerment?

  Examples: Two tales of customer satisfaction
  - Sportswear company vs. Eyewear company

- Q: Organizational Alzheimer’s disease?
Understanding Organizational Knowledge: Knowledge Source

- Experience
- Information
Understanding Organizational Knowledge: Reusability and Distribution

- Tacit vs. explicit knowledge
  - Tacit $\rightarrow$ Explicit knowledge?

- Individual Knowledge vs. organizational knowledge
  - IK $\rightarrow$ OK?
Knowledge: Modes

- **Know-what**: Factual knowledge
- **Know-how**: Procedural knowledge
- **Know-why**: Axiomatic knowledge
Understanding Organizational Knowledge: Modes

- **Know-what**
- **Know-how**
- **Know-why**

- Assess three modes of knowledge about information collection, processing, and use (see Table 5.1 Page 97).
Modes of Knowledge
Source: Huang, Lee, and Wang, 1999, p.101
Assessing Organizational Knowledge: Role, Modes

Source: CRG, 1999
Creating, Storing, Sharing Organizational Knowledge

- Improve information quality
  - Information is not actionable? Why?

- Explicate and transform tacit knowledge into explicit knowledge

- Collect, Store, and Share all modes of knowledge
  - “Hunting” “Harvest” and “Harden” organizational knowledge (IBM)
Creating Organizational Knowledge:

Source: Huang et.al., 1999, p.99

Diagram:

- Organizational Knowledge
- Explicit Knowledge
- Tacit Knowledge

Steps:
1. Raw Information
   - Improve quality of information
2. Tacit Knowledge
   - Make tacit knowledge explicit
3. Organizational Knowledge
   - Create Organizational Knowledge

Foundation:
- Information Technology Infrastructure
- Knowledge-creating Culture
What is Knowledge Management?

- Email?
- Data mining?
- File sharing?
- Transforming organization into knowledge-sharing entity?
- Common denominator: Creating and sharing collective knowledge across traditional work boundaries.
Power of Collective Knowledge

- “You lost, Man.” Boston Herold
- Gary Kasparov’s defeat in a chess match against IBM’s Deep Blue
Example: Deep Blue vs Gary

Figure 6.1: Deep Blue vs. Kasparov

(Source: International Business Machines [11])
Creating Core Competency

Source: Huang et.al., 1999, p. 115
What to manage?

- “If you had five minutes to rescue key assets of your business from fire, which assets would you choose?”
Knowledge Management Platform: An Example

**Making Knowledge Visible**
- Who Knows what
- Taxonomy of expertise
- Yellow pages
- Competence

**Building Knowledge Infrastructure**
- Common communication infrastructure
- Access to external/internal information/knowledge sources
- Use of modern methods and tools

**Motivation Enablers**
- Values and cultures
- Rewarding
- Sharing/exchange of knowledge
- Shared mindsets and visitors
- Trust in each other

**Building Knowledge Intensity**
- Competence Centers
- Communities of practice
- Management of knowledge processes
- Networking

**Global Access**
Figure 6.3: Knowledge Management Platform
(Source: International Business Machines [9])

**Developing a Knowledge Culture**

**Easy Usability**
Managing Organizational Knowledge: A Methodology

Source: Huang et.al., 1999, p. 117
Customer-centric Knowledge Management: An Example
Source: Huang et.al., 1999, p. 120
Ten Strategies for Knowledge Management

- Establish a knowledge management methodology
- Designate a point person
- Empower knowledge workers
- Manage customer-centric knowledge
- Manage core competencies
Ten Strategies for Knowledge Management

- Foster collaboration and innovation
- Learn from best practice
- Extend knowledge sourcing
- Interconnect communities of expertise
- Report the measured value of knowledge asset
## Core Competency-based Business: Examples

Source: Ibid., p. 123

<table>
<thead>
<tr>
<th>Company</th>
<th>Market</th>
<th>Product Facilities</th>
<th>Vendor Relationships</th>
<th>Competency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nike</td>
<td>Rapid Change</td>
<td>None</td>
<td>Suppliers</td>
<td>Research, designing and marketing high-tech, athletic footwear</td>
</tr>
<tr>
<td>Reebok</td>
<td>Rapid Change</td>
<td>None</td>
<td>Suppliers</td>
<td>Designing and marketing women’s fitness footwear</td>
</tr>
<tr>
<td>Charles Schwab</td>
<td>Rapid Change</td>
<td>None</td>
<td>Partners</td>
<td>High-value, low-cost service provider in financial service industry</td>
</tr>
<tr>
<td>Dell</td>
<td>Rapid Change</td>
<td>Assemble</td>
<td>Suppliers</td>
<td>Modular component electronics</td>
</tr>
<tr>
<td>Honda</td>
<td>Fundamental Shift</td>
<td>Key Engine Components Only</td>
<td>Suppliers</td>
<td>Small engine technology</td>
</tr>
<tr>
<td>Canon</td>
<td>Growth</td>
<td>Assemble</td>
<td>Suppliers</td>
<td>Opto-electronics &amp; imaging</td>
</tr>
<tr>
<td>Sony</td>
<td>Dynamic</td>
<td>Assemble</td>
<td>Suppliers</td>
<td>Miniaturization; Psycho-graphics</td>
</tr>
<tr>
<td>Ikea</td>
<td>Mature with</td>
<td>Limited</td>
<td>Suppliers with idle production capacities</td>
<td>Designing and packaging modular goods</td>
</tr>
</tbody>
</table>

unmet need
Competency for Business Solutions
## Competency Across Industries

### Business Processes & Services
- Business Management
- Operations
- Marketing

### Technology Innovation
- Datamining
- Smartcard
- Handwriting
- Speech

### Software Products
- Internet
- Web Tools
- Network Management
- Transaction Management

### Hardware Products
- PC
- NServer
- Mainframe
- Riscserver
- AS400

### Industry Solution Areas

<table>
<thead>
<tr>
<th>Competency 1</th>
<th>Competency 2</th>
<th>Competency n</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business</td>
<td>Technology</td>
<td>Software</td>
</tr>
<tr>
<td>Management</td>
<td>Innovation</td>
<td>Products</td>
</tr>
</tbody>
</table>

**Competency 1**
- Business Management
- Operations
- Marketing

**Competency 2**
- Datamining
- Smartcard
- Handwriting
- Speech

**Competency n**
- Internet
- Web Tools
- Network Management
- Transaction Management

- PC
- NServer
- Mainframe
- Riscserver
- AS400
- AS400
- Mainframe
- Riscserver
- AS400
Information Infrastructure for Collaboration
Infrastructure for Knowledge Management

Corporate Knowledge Infrastructure

Customer Care Management

Performance Configuration Management
  - Competency Configuration
  - Application Configuration
  - Assets Configuration
  - Skill Configuration
  - Methodology Configuration

Groupware
  - Group Decision Support Systems
  - Desktop Video and Audio Conferencing
  - Group Application Development Environment
  - Collaborative Document Management
  - Workflow

Enterprise Information Management
  - Integrated Networks
  - Cross-Vendor Support
  - Executive Information Systems
  - Content Management

Electronic Mail/Messaging
  - Scheduling
  - Standards
  - Local/Remote Services

Distributed Systems Infrastructure

Telecommunication Infrastructure
Sharing Organizational Knowledge: Example Intranet
Example Intranet

Knowledge Cafe

Calendar and Event Management

Team Configuration

Document Management

Team Discussion and Issue Management

Personal Document Management

Calendar
To Do
Meetings
Tutorials
Team
By Members
By Mission
By Category
By Type
By Presentation
By Hot Topic
By Issue
By Category
By Due Date
By Priority
By Author
By Category
By Date
Calendar
To Do
Meetings
Drafts
Favorite Documents
IT Integration Issues

- Manage “islands” of data and culture
- Manage global telecommunications and networks
- Manage legacy and new systems platform
- Assimilate emerging technologies and processes
Conclusion

- Understand barriers against creating and sharing organizational knowledge
- Use data and IT as facilitator when appropriate
- Understand what strategies work for organization
- Set specific goals for benefits of knowledge management
  - Ex. Customized Solutions
  - Ex. Enterprise Knowledge Structure
  - Ex. Knowledge Assets Reuse
  - Ex. Network Knowledge Infrastructure