Knowledge Management

(session 3)

- SCS 0219 – 010
- University Of Toronto
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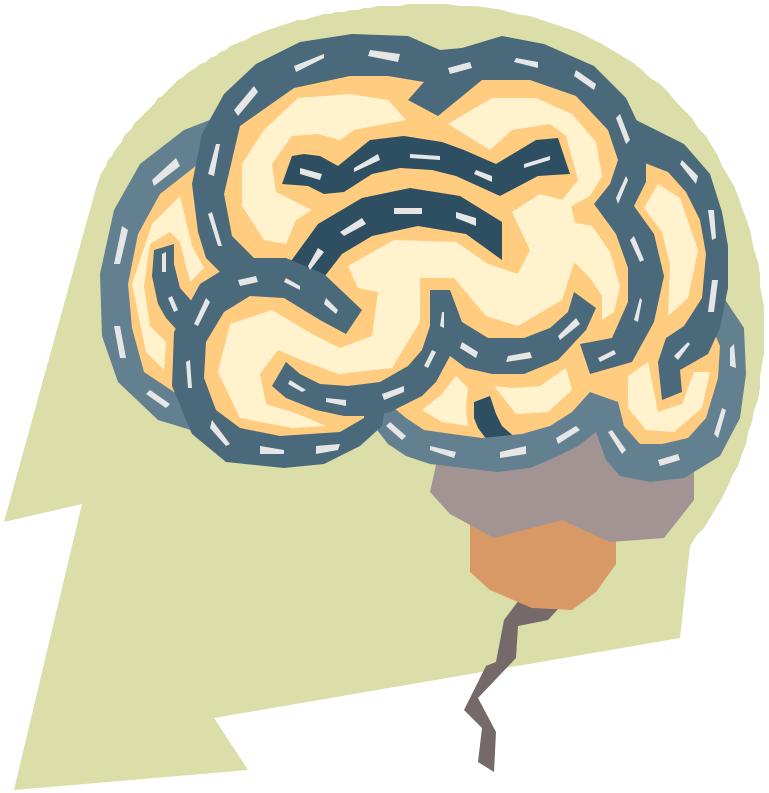
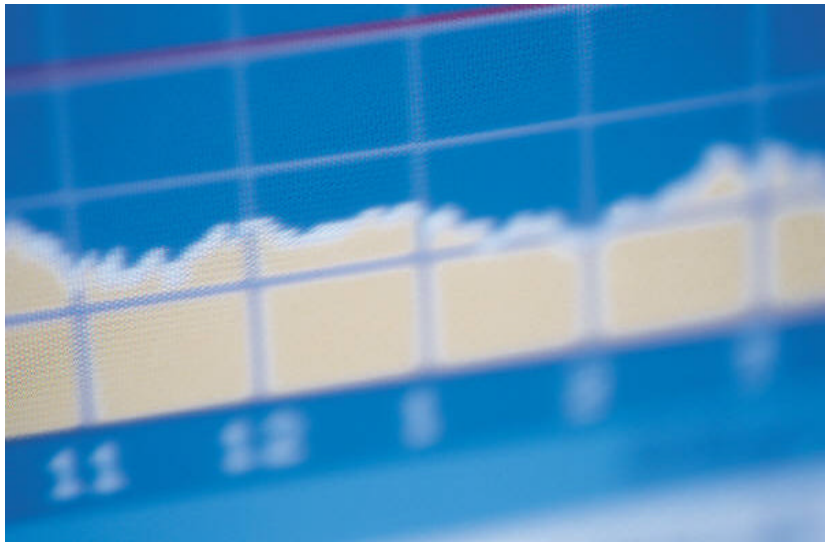
What Is Knowledge Management ?

- An emerging discipline focused on the application of strategies, tools, and techniques for improving the creation, acquisition,accumulation, sharing, protection, distribution, and exploitation of knowledge, intellectual capital, and intangibles, in the service of customers



Recap From Session 2

- Knowledge markets
- Knowledge exchange
- The social pricing system
- Market inefficiencies
- Market pathologies
- Potential benefits
- New thinking
- New emerging models



Economics Of Knowledge Reviewed

- Knowledge energy contrasted with land, labour, and capital
- Generating wealth from intangible assets
- Increases with sharing and use
- Power of ideas & inventiveness
- Abundance & infinite recipes
- Increasing returns
- Network effects

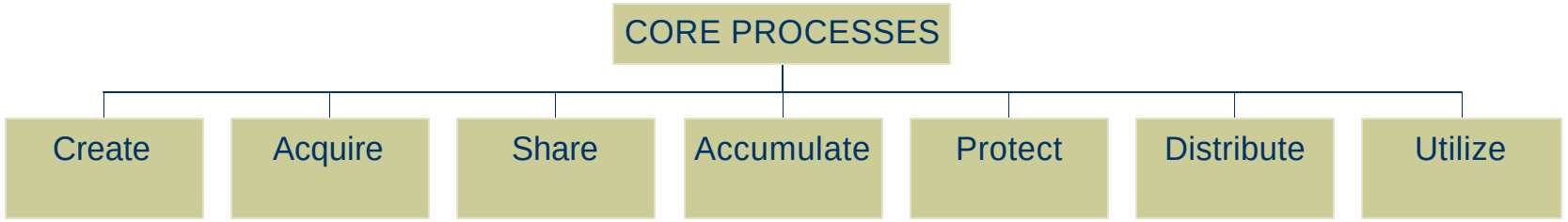
Review Of Markets

- Markets are as old as the first community
- New interest in markets
- Markets for everything
- An organic aspect of human society
- Internet era and the rise of E-Bay and on-line market-places
- Why not an e-Bay for ideas ?

Knowledge Processes

- Generating & creating
- Capturing & acquiring
- Codifying
- Coordinating
- Transferring & sharing
- Protecting
- Disseminating
- Packaging

Knowledge Processes



Knowledge Processes

- Storytelling & Narratives
- Embedding knowledge
- Making scripts
- Tacit to tacit understanding

Knowledge Generation

- Acquire from external sources
- Internal research & development
- Fusion – requisite variety and creative abrasion
- Adaptation – sensing and responding
- Diffusion via knowledge networks
- Innovation and continuous learning
- The “reflective practitioner”

Knowledge Creation

- *"The crucial variable in the process of turning knowledge into value is creativity"*
  John Kao, Jamming

- The process of creativity can be disciplined *and* yet improvisational

Knowledge Acquisition & Capture

- Speed, reach, and timing
- Competitive intelligence
- Focusing the question
- Mental model & mindset
- Personalization and profiling
- Sense-making
- Decision-making
- Avoiding information overload

Knowledge Codification

- Making knowledge explicit
- Categorizing & taxonomy
- Mapping & inventorying
- Modeling & simulating
- Embedding in systems
- Making rules
- Limitations, so also point to who knows what
- ***Microsoft Case***

Knowledge Coordination

- Informal networks
- Supporting systems
- Roles
- Workflow

Knowledge Mapping & Modeling

- Expert directories or yellow pages
- Mapping our knowledge of the human genome

Knowledge Transfer

- Face to face dialogue and conversation
- Real and virtual water coolers
- Knowledge fairs
- Co-learning
- Mentoring
- Exchanging ideas

Community, Culture, & Social Capital

- *"Social Capital consists of the stock of active connections among people : the trust, mutual understanding, and shared values and behaviors that bind the members of human networks and communities and make cooperative action possible"* Prusak & Cohen, **In Good Company**

The Critical Importance Of Trust

- Trust is a pre-condition for effective knowledge sharing and exchange

Social Network Analysis

- Mapping informal networks
- Understanding linkages between key players
- Uncovering hidden pathways
- Relationships that matter

Protecting Knowledge

- Intellectual property
- Intellectual asset mgmt.
- Inventorying
- Appraisal & strategies
- Proprietary vs open source
- Copyrights,trademarks, & patents

Knowledge Harvesting

- Elicitation
- After action reviews
- Lessons learned
- Best practices
- Analyzing patterns

Knowledge Re-Use

- Understanding, documenting, packaging,externalizing, and internalizing
- Case : sharing OO code at Texas Instruments

Review & Conclusion

- Many knowledge processes
- Media and e-learning have important contributions to make
- Read, discuss, and study cases
- Collaborate but also think for yourself !