

Knowledge Management

(*session 5*)

- ◆ SCS 0219 – 010
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CULTURE & COMMUNITY

(session 5)

- ◆ Communities
- ◆ Communities Of Practice
- ◆ Communities Of Interest
- ◆ Communities Of Commitment
- ◆ Hygiene
- ◆ Environment
- ◆ Performance
- ◆ Thought Leadership
- ◆ Culture & Change



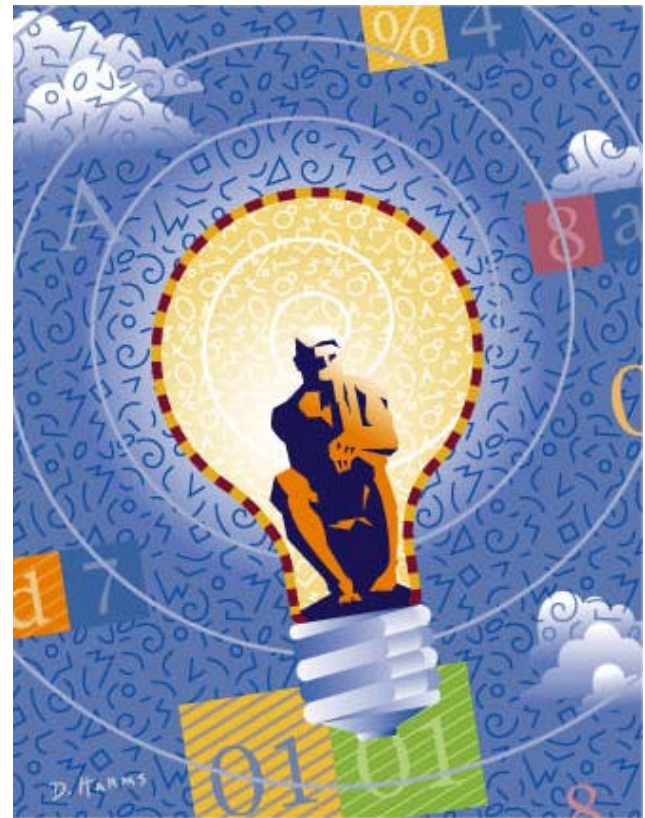
Communities

- ◆ Anthropologists studies of knowledge workers
- ◆ How knowledge really flows in an organization
- ◆ Informal Networks
- ◆ Peer and bottom-up driven
- ◆ Self-organizing teams
- ◆ Communities Of Practice
- ◆ Communities Of Interest
- ◆ Community Of Commitment (BP)



The Knowledge Friendly Culture

- ◆ Open & transparent
- ◆ Trust & high knowledge sharing
- ◆ Every worker a knowledge worker
- ◆ Knowledge is everybody's business
- ◆ Social capital



Communities Of Practice

- ◆ A Community Of Practice
- ◆ An informal network of peers who share the same practitioner skills and objectives



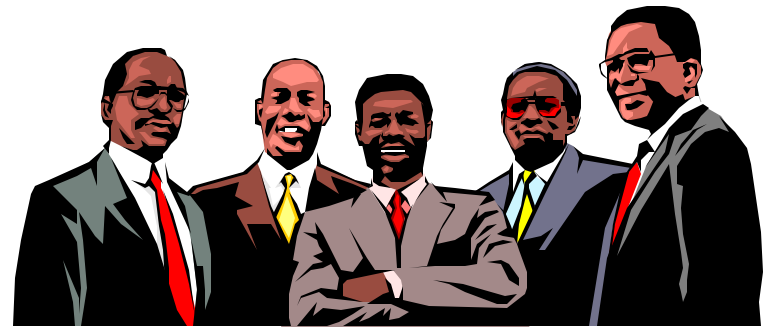
Communities Of Interest

- ◆ A Community Of Interest
- ◆ An informal network of peers who share the same interest in a knowledge domain but who may have different skill sets and professional competencies



Communities Of Commitment

- ◆ An informal network of peers who are focused on a specific agenda with a commitment to deliver a particular result
- ◆ A delivery network
- ◆ BP Case - see textbook p127



Virtual Communities

- ◆ Boundary spanning networks
- ◆ Community and the importance for “e” business
- ◆ You need a village to make a mall..
- ◆ Eg. of Amazon and links to affinity ‘clubs’
- ◆ See Howard Rheingold
- ◆ Smart Mobs (the book)
<http://www.smartmobs.com/index.html>



Supportive Environment(s)

- ◆ Physical ecologies
- ◆ User-centric design
- ◆ Collaboration Projects
- ◆ Places - (eg water-cooler or knowledge-café)
- ◆ Virtual spaces; communities
- ◆ Events (eg Knowledge Fairs)
- ◆ Top Management commitment (eg John Browne at BP)
- ◆ But, self-organized



Supportive Actions

- ◆ Positive attitude to knowledge nurture, creativity, and innovation - fosters supportive climate
- ◆ How can management help ?
- ◆ Provide Resources
- ◆ Time to meet
- ◆ Space to get together
- ◆ Funds
- ◆ Technology
(eg. videoconferencing, collaboration tools



Corporate Storytelling

- ◆ Narrative
- ◆ Surfacing & Sharing
- ◆ The “Springboard” story
- ◆ Case :
Stephen Denning & the
World Bank
www.stevedenning.com



Supportive Content Strategies

- ◆ Providing easy access to people & information (maps)
- ◆ Tacit knowledge and experience
- ◆ Aggregating & Organizing content
- ◆ Labeling & tagging
- ◆ Taxonomy & categorizing
- ◆ Common language and terms



Performance

- ◆ Group collaboration
- ◆ Requires facilitator
- ◆ Moderator
- ◆ Democratic
- ◆ Trust
- ◆ Leadership
- ◆ Openness
- ◆ Transparency
- ◆ Enabling Tools



Thought Leadership

- ◆ Etienne Wenger is a globally recognized thought leader in the field of learning theory and its application to business. He is a pioneer of the "communities of practice" research.
- ◆ After working as a teacher for many years, he got a Ph.D. in artificial intelligence from the University of California at Irvine, and joined the Institute for Research on Learning, where he developed a new learning theory centered on the concept of community of practice.
- ◆ <http://www.ewenger.com/>



Well Thought-Out Change Strategy

- ◆ Fitness with context
- ◆ The business
- ◆ Customer focus
- ◆ Industry focus
- ◆ Let people change themselves
- ◆ Links & connectors-
network theory



Communities & Learning

- ◆ You learn better in a group
- ◆ Sharing knowledge & Ideas
- ◆ Groups in a network
 - learning before
 - learning during
 - learning after
- ◆ “learning to fly” !



Conclusions

- ◆ Cultural change the hardest aspect of KM
- ◆ Community building from the grassroots
- ◆ Top Mgmt. sanction – but bottom up participation
- ◆ Leveraging informal networks of peers
- ◆ Many evolving approaches (eg BP's Community Of Commitment model)
- ◆ The intimate link with ongoing learning, and learning by doing, working together.

