

Knowledge Management

(*Session 1*)

- ◆ SCS 0219 – 010
- ◆ University Of Toronto
- ◆ School Of Continuing Studies

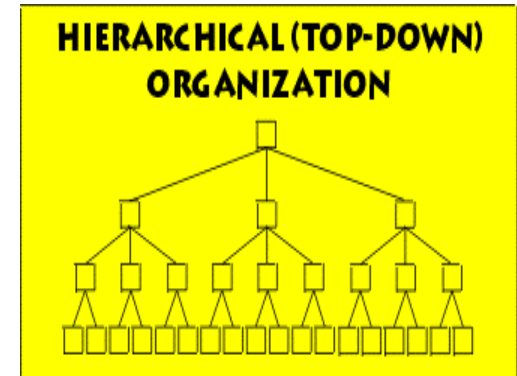
- ◆ Instructor : Bryan Davis, President
- ◆ The Kaieteur Institute For Knowledge Management



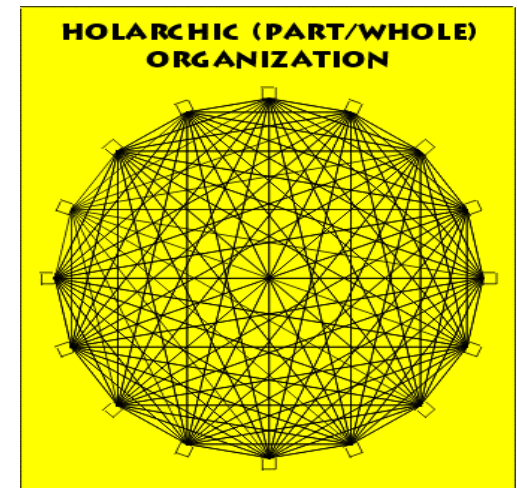
What Is Knowledge Management ?

- ◆ Knowledge model – knowledge is the capacity to act
- ◆ Management model – “commitment” vs “command & control” – it’s about paying attention to the knowledge resource
- ◆ 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

Industrial
Age



Post-industrial
Knowledge Age



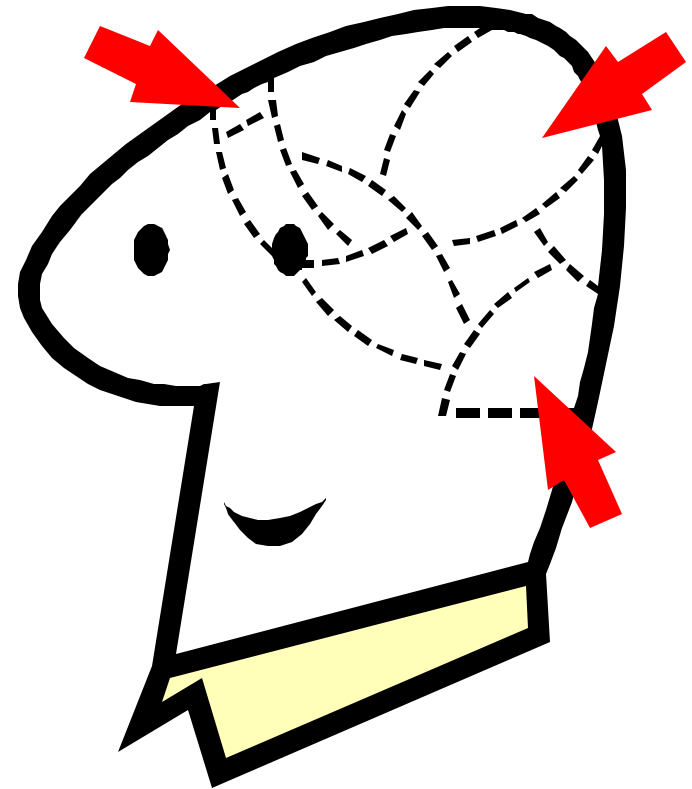
Knowledge Spectrum

- ◆ A continuum....
- ◆ Data
- ◆ Information
- ◆ Knowledge
- ◆ Wisdom



Types Of Knowledge

- ◆ Who, Why, What, Where, When, How
- ◆ Expertise
- ◆ Experience



Attributes Of Knowledge

- ◆ Knowledge as a new energy source
- ◆ Flows vs stocks
- ◆ Affords the ability to act
- ◆ Helps decision-making
- ◆ Reflection & learning
- ◆ Grows with use and sharing



Individual vs Organizational Knowledge

- ◆ Personal KM
- ◆ People learn
- ◆ Managing knowledge in organizations is about harnessing collective brainpower
- ◆ Sharing knowledge

Tacit & Explicit Knowledge

- ◆ **Tacit** = internalized hard to codify, & explain, understanding
- ◆ **Explicit** = externalized codified knowledge
- ◆ The knowledge **spiral** concept – moving from one level to the other = conversion
- ◆ **Internalized** vs **externalized**



The Knowledge Based Economy

- ◆ Fastest growing companies tend to be knowledge driven
- ◆ Globalization
- ◆ Great ideas can come from anywhere
- ◆ Enabled by advances in technology and innovation
- ◆ Moore's Law – computing power
- ◆ Metcalfe's Law - networks



The Knowledge Based Organization

“The means of production are now the minds of the producers”
– Don Tapscott

- ◆ Knowledge-based business model
- ◆ Knowledge fuelled
- ◆ Knowledge work
- ◆ Knowledge workers
- ◆ Knowledge-based organization
- ◆ Knowledge networked
- ◆ Knowledge produced



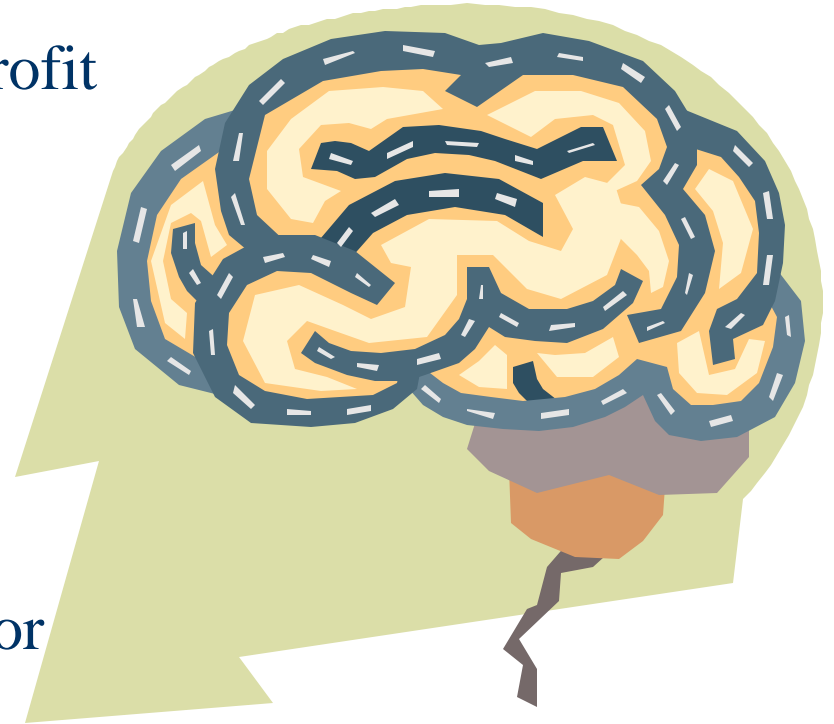
Economics Of Knowledge

- ◆ 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
- ◆ $KE=1+1= 11$



What's Driving Demand For KM ?

- ◆ New source of sustainable competitive advantage and profit
- ◆ Propensity for stimulating growth
- ◆ Complexity, chaos, velocity
- ◆ Avoidance of the trap of commodity prices
- ◆ Fuels innovation
- ◆ Provides new opportunities for wealth and value creation



Intellectual Capital

- ◆ Human capital, talent
- ◆ Thought capital
- ◆ Brainpower
- ◆ Intelligence
- ◆ Creativity
- ◆ Hidden assets
- ◆ Competencies, & applied experience
- ◆ Innovation



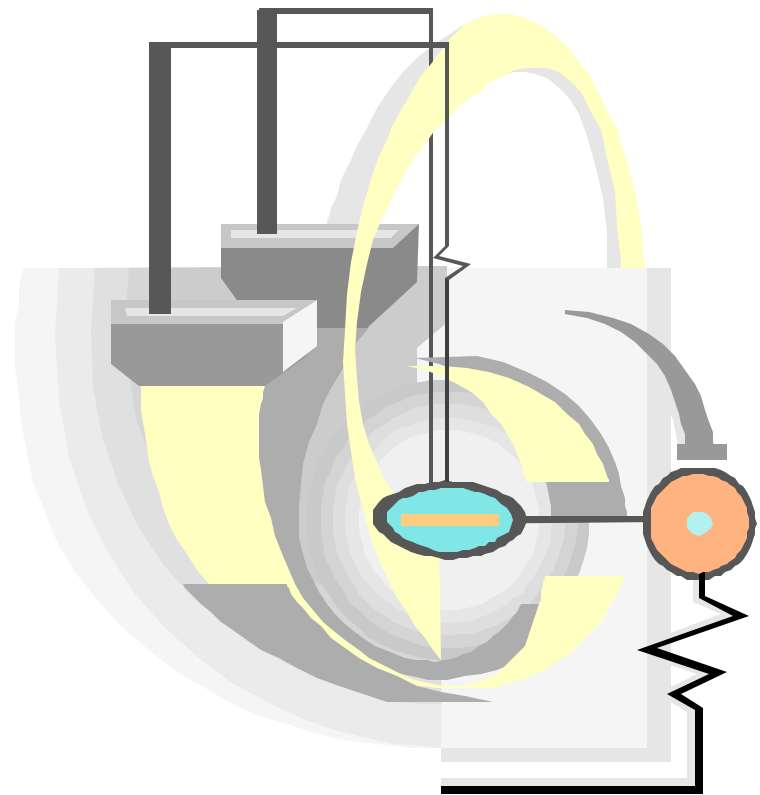
Human Capital

- ◆ Talent
- ◆ Brainpower
- ◆ Between the ears
- ◆ Goes home every night
- ◆ Need to optimize



Structural Capital

- ◆ Organization leadership
- ◆ Process assets
- ◆ Knowledge flow capabilities
- ◆ Technology infrastructure
- ◆ Networked knowledge
- ◆ Intellectual property
- ◆ Shared mental model of the business
- ◆ Capacity to learn and absorb new knowledge



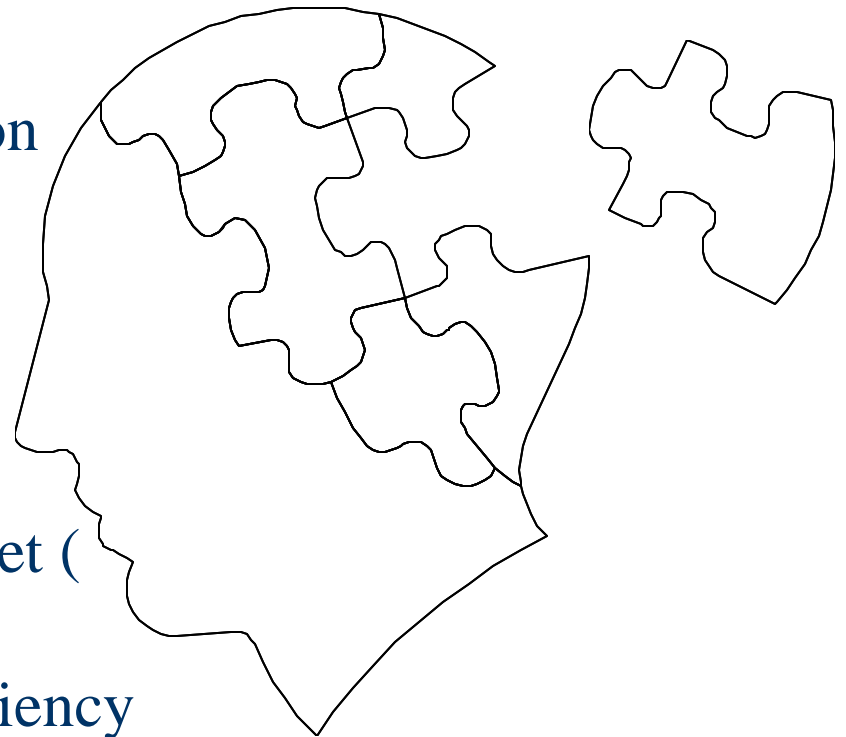
Customer Capital

- ◆ Knowledge Of the customer
- ◆ Relationship capital
- ◆ Customer loyalty
- ◆ Market relationships
- ◆ Co-creation with customer



Intangible Assets

- ◆ Soft assets, virtual, invisible, “weightless”
- ◆ Identity, eg. brand recognition
- ◆ Mind-share
- ◆ Ideas, creativity, innovation
- ◆ Network connections
- ◆ Reputation,
- ◆ Qualities valued by the market (eg. trust, diversity, ..)
- ◆ Process or technology proficiency



Social Capital

- ◆ Shared understanding
- ◆ Community
- ◆ Networked Intelligence



http://www.corp.aventis.com/future/xcutting/social_capital.gif

Internal Knowledge Markets

- ◆ Look inside the hidden “market” for knowledge in organizations
- ◆ Supply and demand
- ◆ “Buyers” and “sellers”
- ◆ Brokers
- ◆ Pricing system & virtual currency
- ◆ It’s how knowledge exchange occurs



Knowledge Processes

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



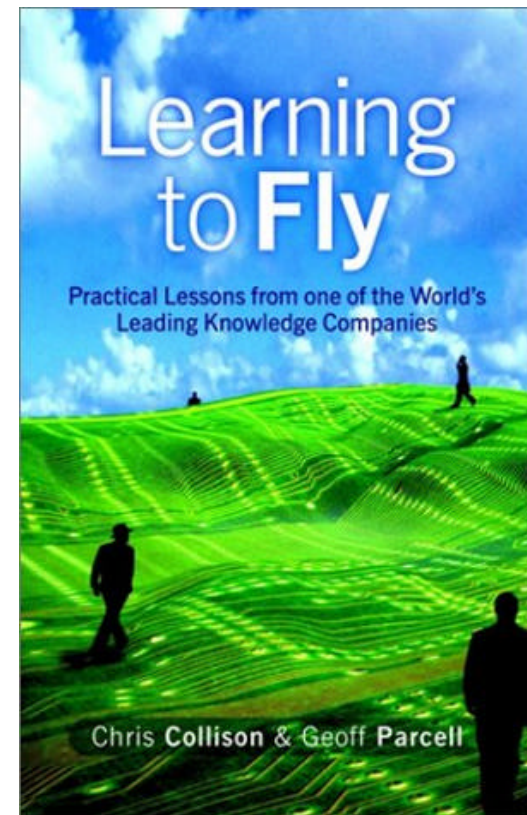
Culture & Community

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



KM Implementation

- ◆ Discussion Of BP Case
- ◆ <http://groups.yahoo.com/group/learning-to-fly/>



Knowledge Management Resources On-Line

- ◆ Web Links
- ◆ Communities
- ◆ Thought Leaders
- ◆ Associations
- ◆ Best Practices
- ◆ Technology
- ◆ News
- ◆ Events
- ◆ Pointers to books, articles



Review & Conclusion

- ◆ Winning the knowledge game
- ◆ Economy Of ideas
- ◆ Many schools Of thought
- ◆ Knowledge pattern recognition
- ◆ Theme Of incremental learning
- ◆ e-Learning & new media connection
- ◆ Think for yourself !

