Strategic Knowledge Management

- **Strategic Knowledge Management** involves the strategies to develop, implement and maintain the knowledge management system inside an organization in an effective manner
- It requires management to pay attention to 5 P's namely planning, people, processes, product and performance
- Needs to build in necessary knowledge characteristics into overall organization strategy

Knowledge Management Models

Knowledge
- Organization Context
- Strategic Knowledge
- Knowledge Leadership
- Knowledge Culture

Knowledge
- Human Resource Management
- Knowledge Systems

Knowledge Applications
- Tacit Knowledge
- Knowledge Repositories
- Knowledge Service
- Learning and Development

Knowledge Enhancement and Review
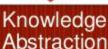- Knowledge Evaluation
- Knowledge Sustainability
- Issues and Research

Knowledge Workers

- Knowledge workers emerged due to the evolution of the work more towards the service & knowledge related context
- Use their intelligence, power of brain to get the work done
- Use mental work more than physical work to produce value
- Their role is to capture information ongoing information, reshape it and enhance it so that it bears more productivity
- These employees are drawn heavily towards their individual knowledge to work on problems and situations

Phases of Knowledge Development

Knowledge Sourcing	• Rich and accurate foundation for ongoing knowledge formation
Knowledge Abstraction	• Principles, theories and concepts to guide ongoing product development
Knowledge Conversion	• Abstract concepts which are converted into applications and outcomes
Knowledge Diffusion	Shared understanding and adoption of knowledge gained
Knowledge Development & Refinement	Adaptable & flexible knowledge which accommodates changing context

Explanation of the Phases

- **Knowledge Sourcing:**
  - Knowledge sourcing is the process of drawing together as many informed knowledge sources in the organization as possible
  - Knowledge sourcing takes place to fill in the gap between what is known & what needs to be known
  - This is a important stage of knowledge creation
  - Richness & accessibility of the of knowledge sources greatly influence the outcome
  - This can be done through drawing information from:
    - existing procedures
    - Personal experiences
    - Organization's intranet
    - Expert guidance from the consultants

Explanation of the Phases

- **Knowledge abstraction:**
  - It is a process of generation of the general principles, guidelines & concepts for the construction for new knowledge
  - Helps to solve the complications arising in the process of implementation
  - Highly experts relay on their own knowledge to validate the data whereas the less experienced people rely on external sources
  - It's a time consuming process
  - Sound abstracting leads to sound KM and also the success of the KM

Explanation of the Phases

- **Knowledge Conversion:**
  - It speaks about the conversion of the knowledge into useful applications that can be tested and shared with others
  - The process involved here contains the conversion of the general principles into specific outcome
  - It can be done in two types. Namely:
    - **Codified Knowledge:** Recorded and accessed by others. It will be in the form of models, equations and guidelines
    - **Embodied Knowledge:** Tacit knowledge of the individuals. It can be shared in the form of stories, metaphor or personal advices

Explanation of the Phases

- **Knowledge Diffusion**
  - It is the process of sharing the knowledge
  - It can be done through
    - Communication media, modeling of new practices, expert training etc
  - Success of the knowledge sharing depends on:
    - The previous knowledge and expertise held by the audience/employees
    - Effectiveness of the communication channel
    - The extent to which the recipient can understand and integrate the knowledge into their own mental constructs

Explanation of the Phases

- **Knowledge Development and Refinement**:
  - It is a evolutionary process which ensures knowledge remains current and useful
  - It should be regularly reshaped by adding new knowledge and feedback
  - The organization has to constantly review the available knowledge and update it

Infrastructure

- **Managerial Infrastructure:**
  - The support of the management in the creation of the knowledge inside the organization is very significant but often goes unrecognized
  - Managerial infrastructure provides supportive framework for the resourcing, decision making and innovative practices
  - Managers are responsible for the overall performance of the organization & they ensure that the staff, finance, resources are used efficiently
  - In knowledge-incentive communities, managers act as facilitator, partners, supportive agents, providing guidance, feedback and resources to achieve the success
  - Successful knowledge management requires an open management system which encourages sharing across the organizations
  - HRM ensures that the best employees are employed & they

- **Technological Infrastructure:**
  - Major infrastructure for the success of the KM in organization
  - Technological support provides greater influence to the KM by providing the technological and information management related to finance, information, record, customers, HR, projects and the library science
  - Gives the mechanism through which the people can share & transfer the information & knowledge
  - Helps in the recording, transmission and extraction of knowledge for various purposes
  - Reliable and responsible technological system is required to ensure that the ongoing exchange &modification of knowledge and the problems & challenges are captured & given solutions
  - Adaptive capacity can be undermined by how the people

Infrastructure

- **Library and Information Services:**
  - Library & information services are the key ingredients for the success of KM strategy in organization
  - These services focus on the individual support to the users, enabling ready access to resources that support the knowledge creation & abstraction
  - Responsive of the service may be from the centralized database or the system of the users
  - Effective library services should be connected with their users, monitoring their changing needs, profiles and work priorities
  - They can be centralized, decentralized or both the approaches
  - They try to disseminate the information through as many avenues as possible
  - These provide access to the information regardless of time and location of user

Infrastructure

- **Records Management:**
  - The day to day operations generate enormous records
  - These records need to be processed in order to identify the core organizational data, store them and retrieve them when required
  - In the small organizations, the storing of the data can be done by keeping the records in the boxes
  - In the large organizations, there will be clear guidelines, policies & procedures which clearly state that how the important records should be maintained
  - These records act as a means to learn the ongoing changes and practices inside an organization & also becomes elements to create the future knowledge concepts

Infrastructure

- **Social Infrastructure:**
  - It helps to build the efficient knowledge management system within the organization by enhancing the better social & professional interactions within an organization
  - The interactions may take place between the colleagues, clients and other stakeholders
  - It gives the insight on the values & priorities on which the people of an organization operate
  - Organization builds effective KM system if it focuses more on building the
    - Effective collaborations & cooperation,
    - Relationship building,
    - Long-term outcomes and
    - Organization good will

Knowledge

- Many forms of knowledge exists inside the organization ranging from codified knowledge to expert knowledge of people
- Helps in development of the corporate intellectual capital
- **Two major issues to focus on:**
    - Knowing what is known
    - Facilitating capturing and sharing
- **Knowledge core** the accumulated mass of strategic knowledge which is identified, publically valued, captured and disseminated by the organization
    - It helps share the knowledge across the corporate boundaries
    - Focuses on development of competency needs of the organization
    - Facilitates better transition of the tacit knowledge into actual practices
- The focus of the strategic knowledge core needs to integrate short terms and long term priorities
- Aware of current and ongoing growth in skills, knowledge and capabilities of its employees
- Regular audits on staff potential and capabilities should be done to maximize the staff contribution

Enabling Knowledge Transference

- Knowledge transference can be made in 3 ways inside an organization
  - Knowledge Chains:
    - Used in traditional organizations
    - This includes one-to-one communication
    - Limited mechanism & downward communication will be in existence
    - It is standardized, reliable and systematic processes
    - Reduces potential for creativity and flexible work responses
  - Knowledge Hubs:
    - This is a centralized hub to share the knowledge from various sources and promote their uses to the wider knowledge community
    - Operates on the principles of library & IT services, centralized IT services and acts as a link between people, objects and information avenues
  - Knowledge Webs:
    - Operates in more diffused and beneficial knowledge environment
    - Here members share their expertise with others
    - Each person in the web may act as both recipient & disseminator of knowledge depending upon the circumstance
    - It needs specific skills to make the contacts, spread the knowledge

Knowledge Objects

- The explicit knowledge artifacts produced over period of time as a final outcome of knowledge management process is called as "Knowledge Objects"
- They help the others to follow it as guidelines and adapt. Examples: Interview guidelines, reports, data on organization activities, technical specifications, training objects etc
- Necessary for the efficient operation and adoption and gives the new employees more insight about the organization business perspective
- KO are mostly stored electronically on intranet for employees access
- "Intellectual property" is the product of creative activities that might be in the form of ideas, publication or any other physical representation for which the ownership might be there
- Intellectual property created inside the organization due to KM system should be legally protected
- KM system should be "Standardized" by using the same practice regularly

Building KM into the Strategic Framework

- KM is strategic activity
- Builds the gap between the organizational goals and role of the knowledge in achieving the goals
- Focus on innovation and creativity rather than duplication of work
- Concentrate on capacity building for long term potential
- Help the workers build skills and competencies to meet future needs and challenges
- Keep upgrading the knowledge acquired
- Lead the change process with focus on external environment, reviewing the emerging trends & best mechanisms

Key Points in Building Strategic KM

- Knowledge sharing as competencies
  - Core competency should be unique and hard to reproduce externally
  - Careful observation needs to be done before adopting the competencies
- Developing strategic knowledge community
  - Emphasis on the communal sharing of knowledge and practices through group interactions
  - Involve the whole community rather than few while building the knowledge framework
  - Encourage knowledge diffusion
  - Knowledge environment needs to be user focused rather than system-dictated
  - Needs strong leadership
  - Needs significant reshaping of both expectations and accountability in work settings
- Adding value
  - Final principle is that the knowledge management should add value
  - KM is potential organizational influence in adding the long term values
  - It requires major shift in how the organization views its people, systems