

**Presentation on Knowledge
Management
by
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for
KATTI**

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Learning Objectives

- Introduce delegates to the concept of Knowledge management.
- Understand Knowledge Management as a PC requirement
- Give an overview of how to manage Knowledge

Knowledge Management



Let's
Discuss...

Knowledge

- Information, understanding, or skills that you get from experience or education
(source: meriam-webster.com Dictionary)
- Organizational knowledge is knowledge specific to the organization; it is generally gained by experience. It is information that is used and shared to achieve the organization's objectives (ISO 9001:2015)



Organizational Knowledge

- a) internal sources (e.g. intellectual property; knowledge gained from experience; lessons learned from failures and successful projects; capturing and sharing undocumented knowledge and experience; the results of improvements in processes, products and services);
- b) external sources (e.g. standards; academia; conferences; gathering knowledge from customers or external providers).

Knowledge Management

- KM is a process of acquiring, storing, sharing and transferring expertise accumulated on processes, operations and techniques in order to enhance service delivery



Knowledge Management

- "Ensuring that workers can carry out their tasks effectively, by providing the right knowledge at the right place at the right time."



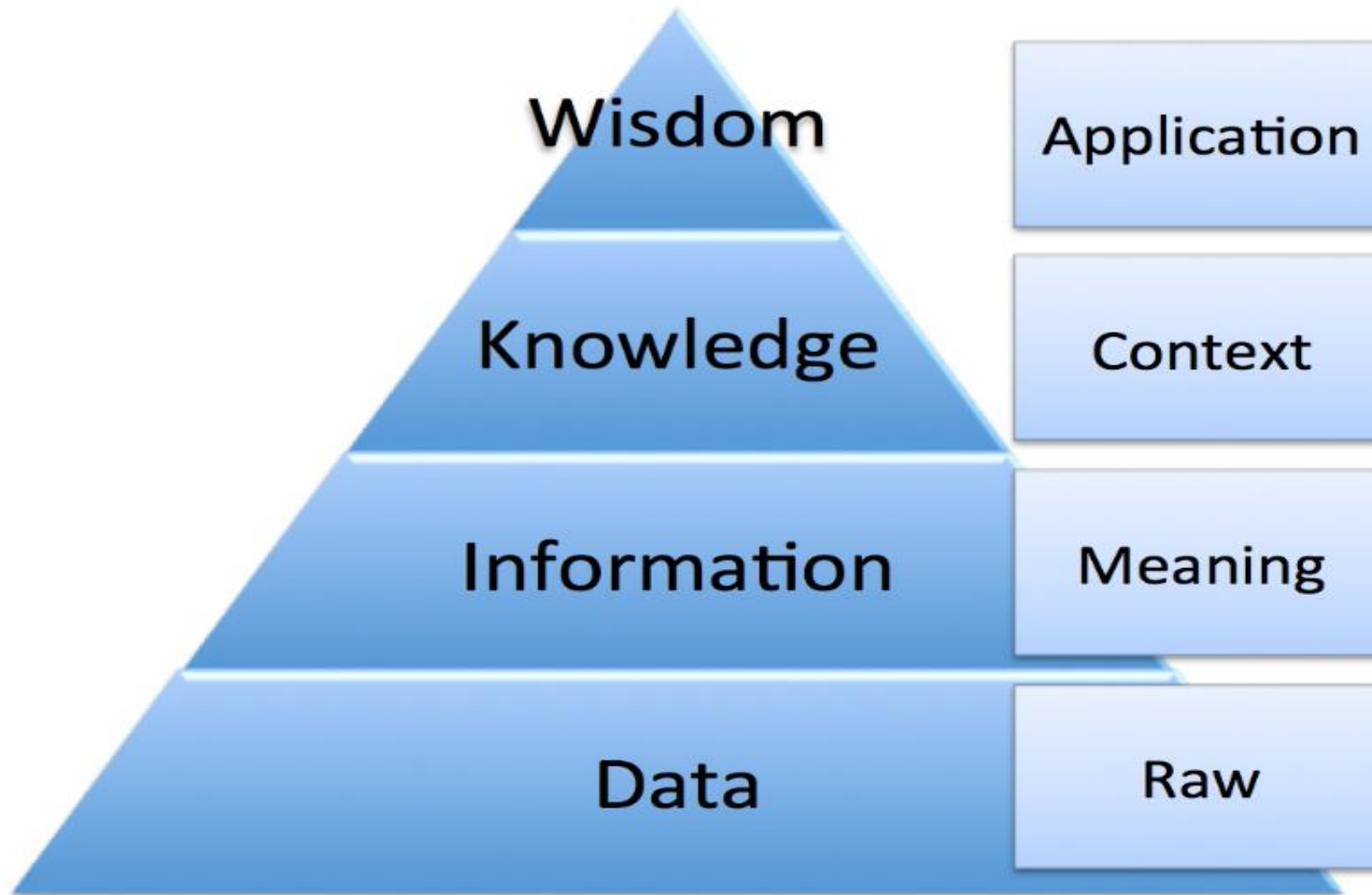
Purpose of Knowledge Management?

- a) safeguarding the organization from loss of knowledge, e.g.
 - through staff turnover;
 - failure to capture and share information;
- b) encouraging the organization to acquire knowledge, e.g.
 - learning from experience;
 - mentoring;
 - benchmarking.

Data and Knowledge management in PC

- Identify and document data needs and data gaps under its Mandate; (5%).
- Capture, organize and process data and information in a consistent manner; (5%).
- Establish patterns, trends and attributes of the processed data and information; (10%).
- Draw insights from the data and knowledge intelligence in addressing critical problems to inform on policy and resource allocation; (10%).
- Preserve and share knowledge and lessons learnt across the Institute, sector and Government for continual improvement (10%).

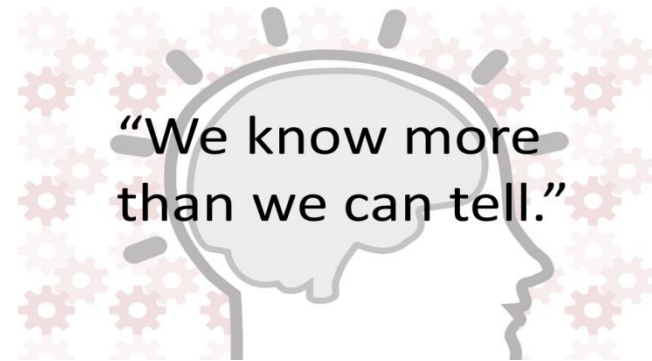
Data, information & knowledge



Types of knowledge

- **Tacit Knowledge**

The type of knowledge which people carry in their mind and is therefore difficult to access



~ Michael Polanyi

Types of knowledge

- **Explicit Knowledge**

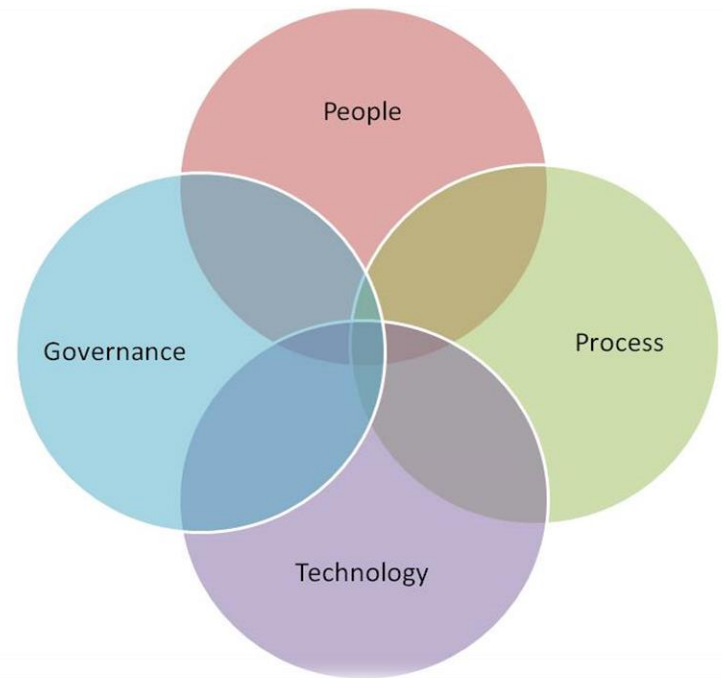
The type of knowledge which has been or can be articulated, codified and assorted in the media



Components of KM

Knowledge management has four related components /elements/Enablers

1. Governance
2. People
3. Processes
4. Technology



Governance

Three main elements of governance as it applies to Knowledge Management includes:

- i. Clear corporate expectations
- ii. Performance management
- iii. Support

KM Component: People

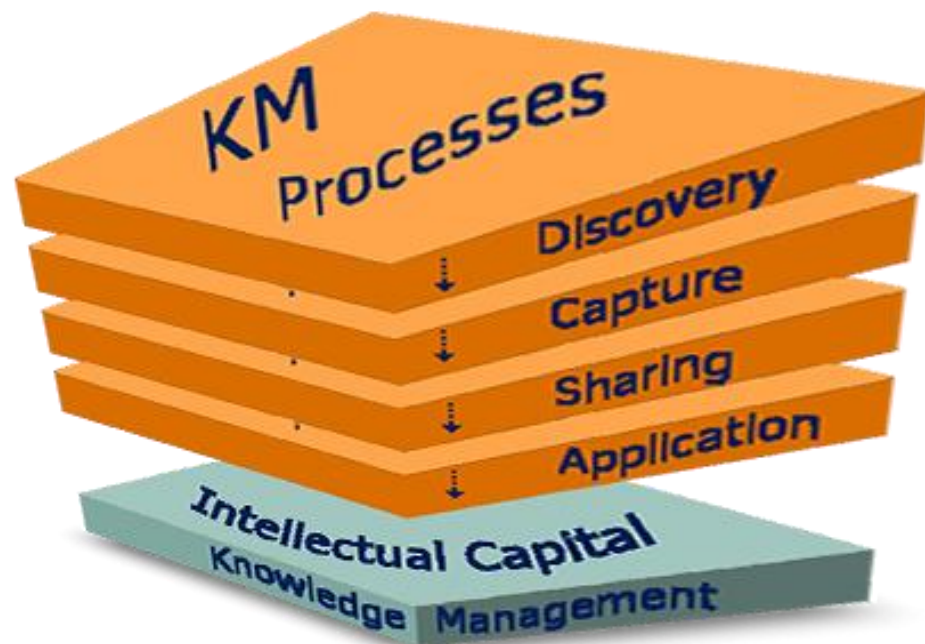
- ❖ People are the source of knowledge
- ❖ People create and share knowledge



Processes

Outlines all aspects involved in the actual management of knowledge. These include:

- i. Capture/create
- ii. Storage
- iii. Share
- iv. Transfer
- v. Utilize/Use
- vi. Re-use



Technology

- It is through technology that people and processes are supported.
- This allows knowledge to be found and accessed wherever it resides
- Examples: databases, on the Intranet, in people's heads



Aligning KM with organizational strategy

- Is knowledge management an action within your organizational strategy?

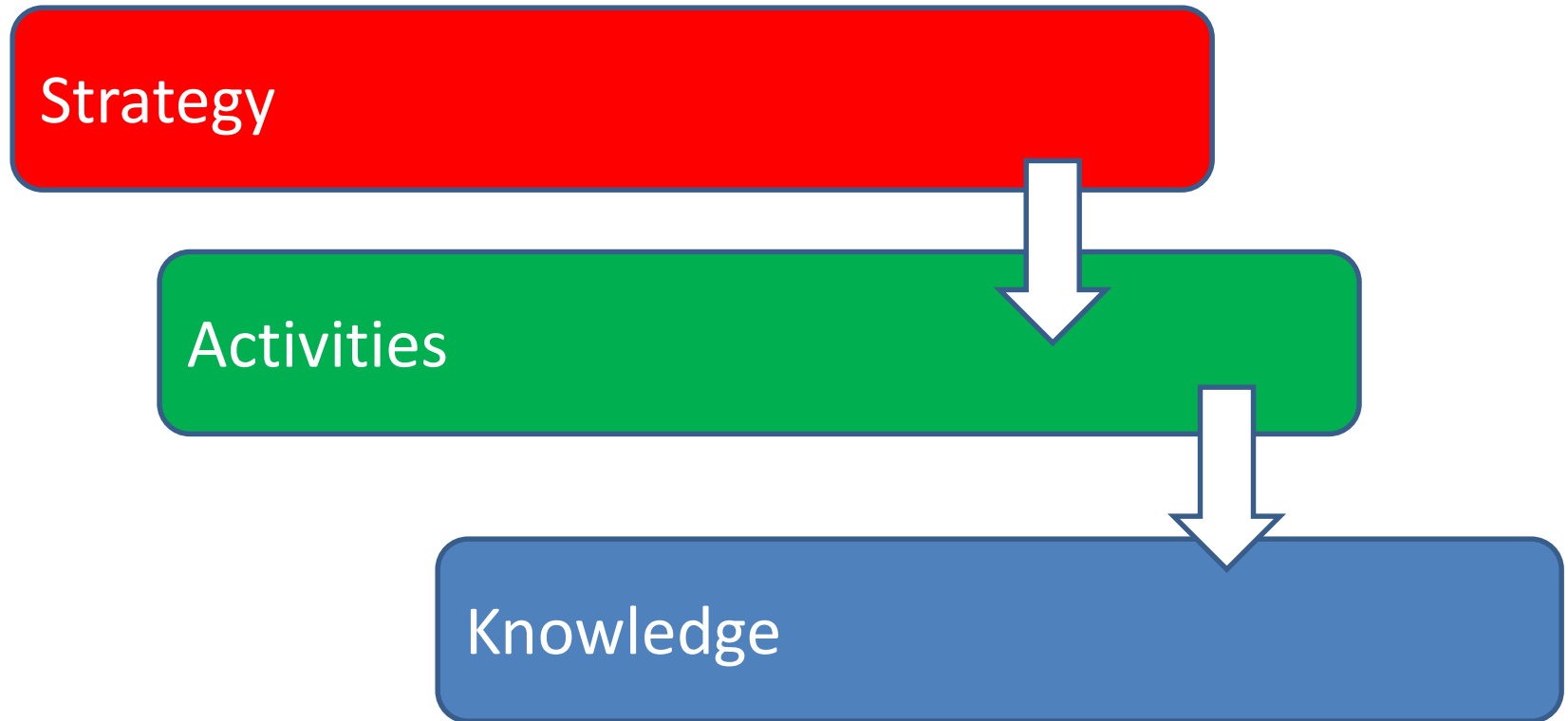


Aligning KM with organizational strategy

- Organizational strategy is the sum of the actions an organization intends to take to achieve long-term goals. Together, these actions make up a company's strategic plan.



Aligning KM with organizational strategy



Aligning KM with organizational strategy

While aligning KM with organizational strategy:

- Identify the activities needed to deliver that strategy
- Identify the knowledge needed to deliver the activities
- Think how that knowledge can be managed.

Organization culture and KM

For knowledge management initiatives to work;

- Employees must be willing to share their knowledge.
- Leaders should understand their organization's knowledge culture
- Reciprocity for knowledge sharing
- Minimal internal competition

KM Documentation

- KM Framework
- KM Policy
- KM Strategy



KM Success Factors

- **Culture:**

One which is supportive of knowledge management, and the processes

- **Infrastructure:**

Support systems, teams, structures, and collaboration.

- **Measures:**

Developing a process and design for managing change.

- **Technology:**

Whether technology deserves its status as an enabler is debatable, but it is important.

KM Success factors ...

- Integrating KM into the context of the organization
- Incorporating means of enforcing managerial responsibility
- KM approaches should demonstrate how stakeholders benefit from KM
- Commitment of leadership in KM implementation



KM Failure factors

- Lack of performance indicators and measurable benefits
- Inadequate management support
- Improper planning, design, coordination, and evaluation
- Inadequate skill of knowledge managers and workers
- Problems with organizational culture
- Improper organisational structure
- Lack of widespread contribution
- Lack of relevance, quality, and usability
- Overemphasis on formal learning, systematisation, and determinant needs
- Improper implementation of technology
- Improper budgeting and excessive costs
- Lack of responsibility and ownership
- Loss of knowledge from staff defection and retirement

Steps to KM Implementation

1. Educate Top Management
2. Appoint/assign knowledge management manager/role/team
3. Train project team/champions
4. Awareness training for all employees
5. Undertake a KM assessments and capabilities

Steps to KM Implementation

7. Develop the KM Policy/ Strategy
8. Select appropriate technology and non-technology tools to use
9. KM system design, develop and test
10. KM implementation
11. KM evaluation

Thank You



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