

# Tips & Techniques for Embedding KM in Your Organisation



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# Knowledge Management Lessons Learned

- Knowledge Management is about People, Processes, and Technology, but it's mostly about People.

To be successful at Knowledge Management, you have to understand people, how they learn, how they think, and what motivates them.

# Knowledge Management

## Lessons Learned

- Not all knowledge is equally valuable. Focus on the knowledge you need to solve particular problems or make decisions - knowledge that gives you competitive advantage or has a direct impact on performance.
- Start small and learn as you go. “Don’t send out more planes than you have runways for landing.”

# Knowledge Management Lessons Learned

- Don't call it Knowledge Management. Tie programs to strategic initiatives and use business terms that mean something to the people involved.
- Knowledge Management, Learning, and Innovation are inextricably linked. Leverage the linkage.

# Knowledge Management

## Lessons Learned

- Some of the most important knowledge is in the heads of your employees and may not be easily captured or transferred. The pay-off, however, for making this tacit knowledge explicit can be quite dramatic!
- Don't limit knowledge sharing to Best Practices. Encourage people to talk about mistakes made and lessons learned.

# Tips & Techniques for Creating a Knowledge Sharing Culture



# Why is Sharing Knowledge Important?

- Our only sustainable competitive advantage comes from what we know and how quickly we can know something new.
- Some of your most important knowledge resides in the heads of your employees. When they leave the organization, the knowledge walks out the door with them.

# Why is Sharing Knowledge Important?

- Money is wasted “re-inventing the wheel” because expertise applied in one part of the company isn’t known about or used in another.
- It is impractical, if not impossible, for each person to know all they need to know. Pooling knowledge and working collaboratively are no longer options - they’re survival skills.

“Research has shown culture to be the principal determinant of the success of knowledge management. Astonishingly, its also the most neglected aspect.”

--Friedrich Bock - *The Intelligent Approach to Knowledge*

# Reasons people don't share knowledge and ways to overcome these obstacles

- They believe that “Knowledge is Power.” If they share what they know, they'll lose their power.
  - Show people how shared knowledge benefits them personally
  - Raise the profile of informal experts
- They feel they won't “get credit” for it.
  - Personalize it - Connect knowledge to people
  - Redefine credit to recognize usage and reward both contributor and user

“It’s important for the firm to champion both the sender and the receiver: to acknowledge that asking - seeking knowledge, is a good thing. Typically the firm rewards the knowledge provider, but ignores the person who asks.”

*--Larry Prusak, People Power, IBM Think Magazine.*

# Reasons people don't share knowledge

- They don't know how.
  - Provide communication support - knowledge harvesters, writers, and organizers.
- They don't have the right tools or they don't know how to use the tools.
  - Build on tools and technology that are already part of day-to-day work and communications.
  - Involve them in the development of new tools.

# Reasons people don't share knowledge

- They are afraid of not being right or making a mistake.
  - Try Sharing “Worst Practices”
  - Celebrate Mistake Making
- They don't have time.
  - Integrate knowledge-sharing into work processes
  - Establish importance, set expectations and reward

# Reasons people don't share knowledge

- They don't know they need to
  - Educate people about what knowledge is valuable and where it is valuable.

**Knowledge-sharing really is a “natural” act.**

## Which “attitude” best describes people in your organization?

1. I have the knowledge in my head that you need. If I leave, you'll have a hard time finding someone with the same skills and knowledge as me. I am an expert and you should compensate me accordingly. I like working alone and I expect to be rewarded for my individual accomplishments. I don't need to learn new things because I'm too much in demand for what I already know. I want to keep on doing what I'm doing because I'm good at it.

2. I recognize that it doesn't make sense for each person to be an expert in everything. The only way we can survive is by working together and pooling knowledge so that each of us is as knowledgeable as the best one among us. I am responsible not only for my individual results, but also for my contribution to the team and the overall success of the company. I recognize that we must all be continuously learning in order to succeed.

**Thank You!**