Lecture 2
IMS3012 - Semester 2, 2005

The KMS Road Map

The first phase: evaluation of the infrastructure and aligning knowledge management and business strategy.

- Knowledge audit and analysis.
- Designing the KM team.
- Creating the KM system blueprint.
- Selecting KM technology.
- Developing the KM system.

The second phase: KM system analysis, design, and development.

- Knowledge audit and analysis.
- Designing the KM team.
- Creating the KM system blueprint.
- Selecting KM technology.
- Developing the KM system.

The third phase: KMS deployment.

The final phase: measuring ROI and performance evaluation.

Amrit Tiwana, 2002

Why Knowledge is Important

- "In the post-Capitalism, power comes from transmitting information to make it productive" - P. Drucker
- Modern organisations are engaged in knowledge work
- In a complex business environment, organisations "need to know" and "make sense" of a changing world
- Best practice and competences need to be retained and managed
- Business environment changes in terms of where, what, and when and with whom business is done
- The drivers are:
  - reconceptualisation of geography (globalisation)
  - an alternate temporal paradigm (24/7)
  - the dynamics of business relations
  - wide availability of convergent technologies
Knowledge as action

"Knowledge consists of truths and beliefs, perspectives and concepts, judgments and expectations, methodologies and know-how and is possessed by humans, agents, or other active entities and is used to receive information and to recognize and identify; analyse, interpret, and evaluate; synthesize and decide; plan implement, monitor, and adapt – i.e. to act more or less intelligently.

... knowledge is used to determine what a specific situation means and how to handle it.”

Wiig, 1999

Alternative views on knowledge

- Knowledge as a subjective view on reality;
  - Knowledge as state of mind – experience, know-how
  - Knowledge as practice – can’t be stored, constantly evolves through social practice and application

- Knowledge as object:
  - Reality is independent of our perceptions and can be structured and described objectively
  - A set of justified beliefs that can exist in multiple locations
  - Knowledge as access to information – accessibility is core
  - Knowledge as capability – can be applied to influence action

Becerra-Fernandez et al, 2004

Dimensions of Work

Thinking (KM?)

Communicating (IM?)

Doing (IS?)
Changing the Perspective

From Data to Document
From Report to Meaning
From Information to Knowledge

What is ...?

- Document
  - An item of text - information captured or purposely recorded on or in a medium
  - Document is characterised by physical form, logical structure and data content... even if these are hierarchical, relational or modular
  - Documents are the basis of the currently maintained records required for the effective conduct of a business

- Knowledge
  - the body of understanding and skills that is mentally constructed by people. Knowledge increased through interaction with information (typically from other people)

Transforming Documents into Records

- Metadata is
  - Data used to identify, represent and describe documents in any collection, organisational domain, or information system
  - Useful in handling electronic documents in particular
  - In electronic networked environments coherent information architecture and metadata regimes support:
    - Document management
    - Document discovery
    - Document delivery

*McKemmish, 2001*
A Communications Model

[Diagram showing different types of communications and their associated methods of communication]

Adapted from Bernard (1996)

The Value Proposition

Knowledge

Data

Value

Information

Low  Medium  High  Very High

(Becerra-Fernandez, Gonzalez and Sabherwal, 2004)

Changing Work Practices

- To create value through knowledge requires work:
  - to be performed collaboratively
  - to have a task/activity focus
  - to integrate "doing" and "planning"
  - learning from experience
- Work practices have changed from structured operation to knowledge work:
  - the focus is on work practices that require expertise and knowledge to be applied and used to perform activities.
  - the activities need to produce tangible outcomes as well as contributing to the creation of knowledge.
  - work practices combine productive and cognitive work.
Knowledge Work Support

- Task performance needs to be supported by a technological system (ICT) that enables actors to produce tangible outputs.
- Much of IT development effort is directed to support the doing aspects of knowledge work. Less common is support for the thinking aspects.
- Knowledge work support systems allow actors to engage in a joint cognitive process to evaluate, review and reflect on task performance as well as access and re-use past knowledge stored in memory.
- Memory can be deployed in processes that allow actors to understand and make sense of the task as well as explore, innovate and learn.

“eWorkplace”

IBM Vision:

“Use of e-business technology and techniques to optimise the employee-to-employee, employee-to-business, employee-to-customer and employee-to-supplier business relationships, effectiveness and productivity”

K. Mohammed, IBM Corporate Portal Asia Conference 2002

Microsoft’s vision:

“Empower people through great software any time, any place, and on any device”

Why Build the eWorkplace: the IT Vision

- Increase revenue
- Increase productivity
- Maximize process efficiency
- Improve agility
- Provide quality and consistency in service
- Maintain ‘brand name’
- Reduce costs
- Mine organisational knowledge
- Leverage existing IT infrastructure
- Minimize travel and physical events
- Reduce deployment cost/time
- Reduce training cost/time
KMS in Context

Socio-Cultural Issues

Technology

Knowledge Creation/Acquisition
Knowledge Storage/ Organisation
Knowledge Distribution
Knowledge Application

References