

Knowledge Management

*"Capitalizing and Leveraging
your Knowledge"*



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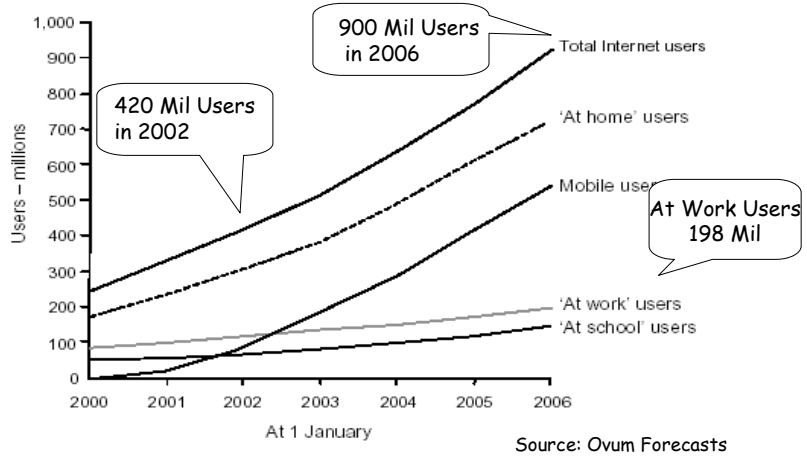


Agenda

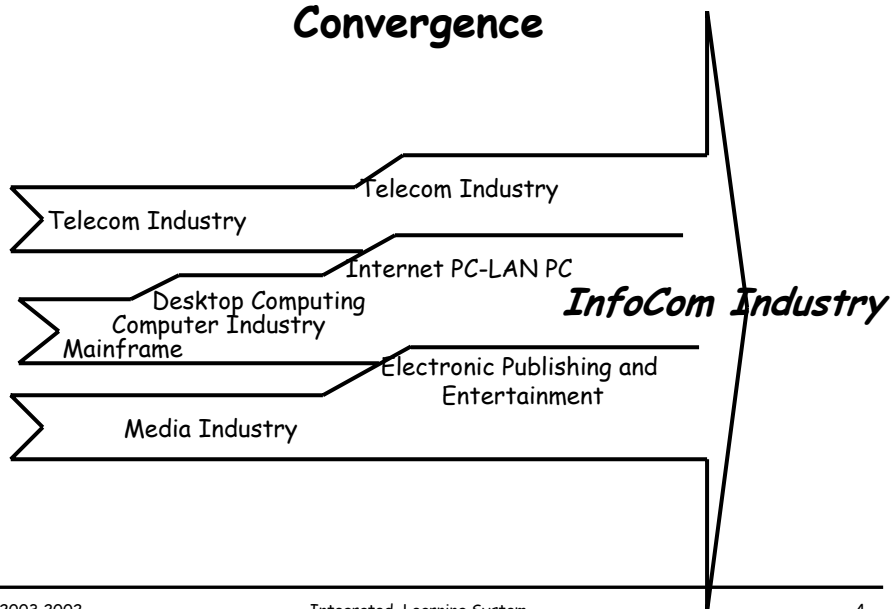
1. The Dynamic of Change
2. The Competitive Edge
3. The Integrated Learning System
 - Organizational System
 - Competency Management
 - Learning Organization
 - Knowledge Management
 - Blended Learning
4. Discussion

1. The Dynamic of Change

Internet User by Location(in millions)



Convergence



2. The Competitive Edge

"The Value Creation through
the Human Capital"

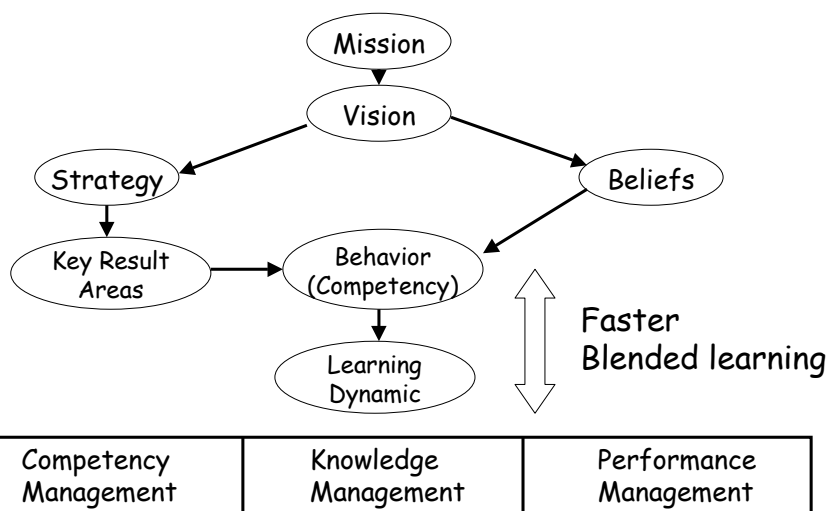
Importance of resources in value creation

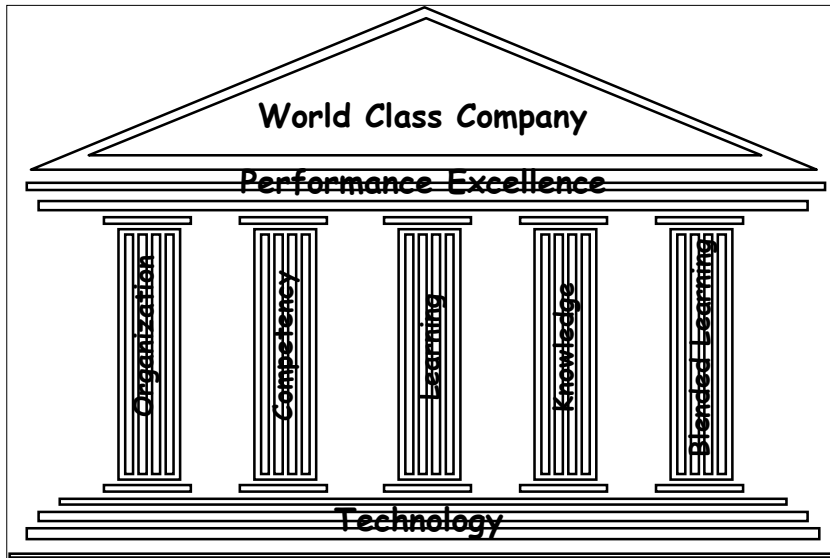
Type of resource	Percentage
Human	43
Monetary	19
Organizational	17
Relationship	15
Physical	6

3. The Integrated Learning System

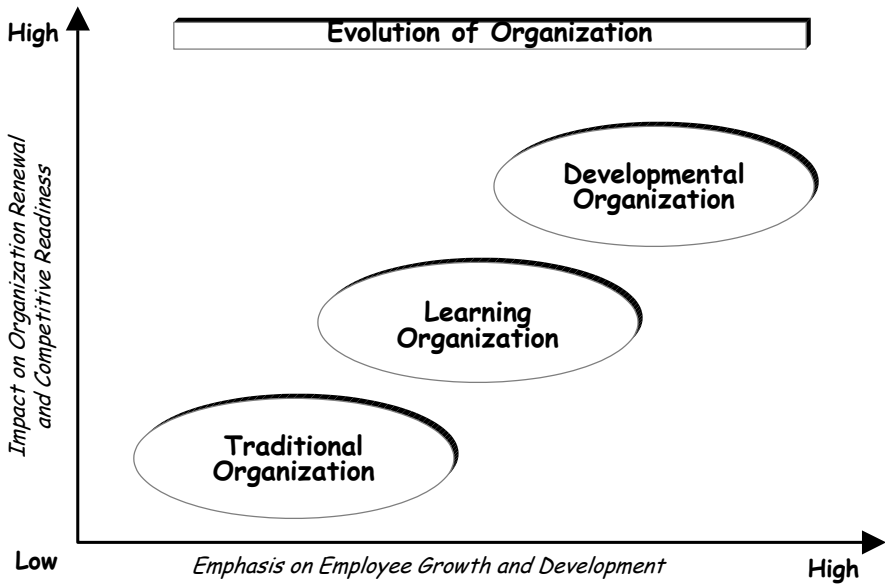
- The Alignment Model
- The Faster Organizational Learning through
 - Competency Management
 - Learning Organization
 - Knowledge Management
 - Blended Learning

The Alignment Model

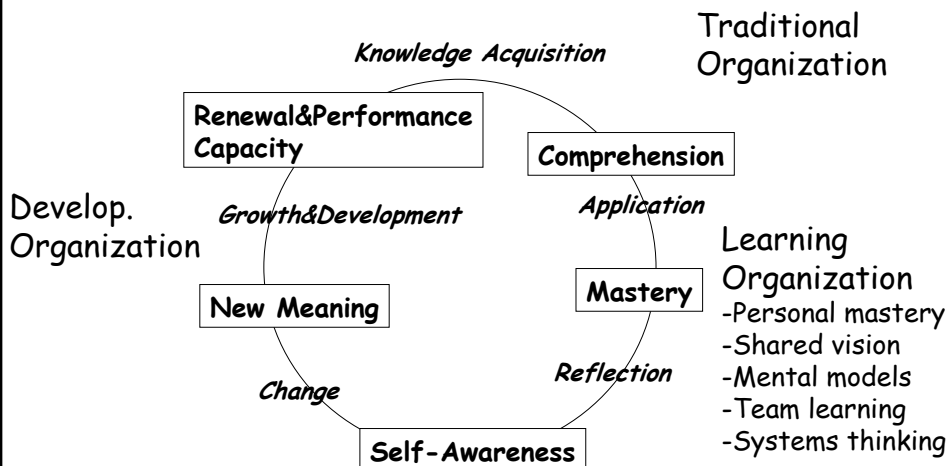




The Organizational System



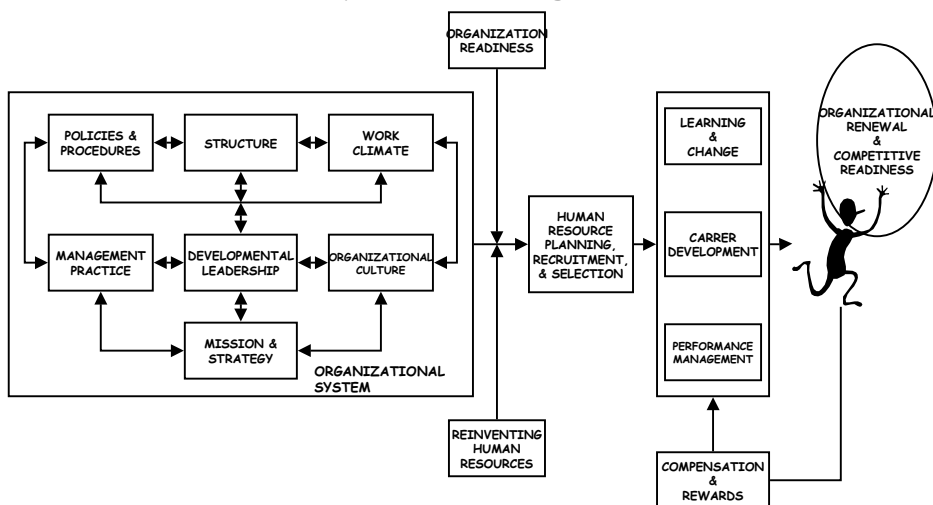
Developmental *Activities* and Outcomes



Comparing of Organizations

Characteristics	Traditional	Learning	Developmental
Orientation	Training	Learning	development
Expectaion of Growth and Development	Improved SKA	Continuous Learning	Organizational Renewal and Competitive Readiness
Focus of Devel. Activities	Knowledge Acquisition	Application and Reflection	Change and Continuous Growth and Development
Outcomes of Devl.	Comprehension	Mastery and Self-Awareness	New Meaning, Renewal, Performance Capacity
HR Role	Status Quo.	Employee Champion	Performance Consultant OD Change Agent

Developmental Organization



Organizational System

State-of-the art Human Resource Practice

The Competency Management

Changes in Learning Paradigms

Learning Today:

- Is an Event
- Takes place in a class-room
- Is passive absorption of information
- Is Reactive, Gap-filling
- Is Pre-Demand and Off-the-Job
- Trainers as authority and source of 'knowledge'
- Individual Learning

Learning Tomorrow:

- We learn continuously
- By Anyone, Anyhow, Anytime, Anywhere
- Is interactive, self-directed, exploration
- Is Proactive, Innovative
- On-demand, On-the-Job, Needs Based
- Trainers as facilitators of learning
- Team Learning

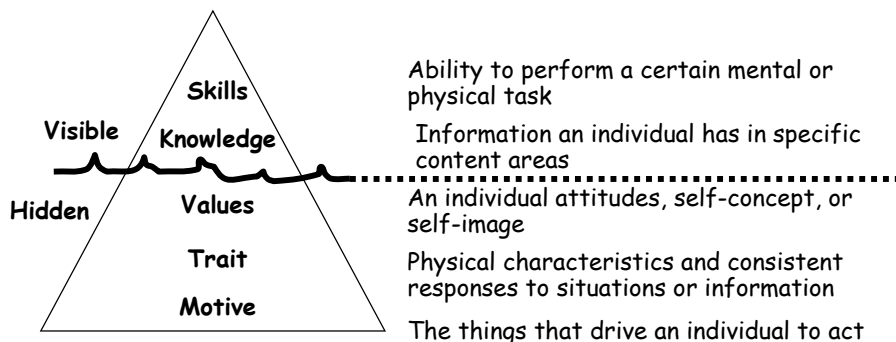
The AIS Way of Learning (Engineering)

- *Everybody is responsible their own learning. Managers support and direct their team members' learning and act as coaches for their own teams.*
- *Learning is a continuous process and support widening of experiences across units, functions and regions.*
- *Everybody should learn from one another and competencies are spread by active networking across boundaries within the organization.*
- *Deep learning occurs when training is combined with practice. Practical work is used as the learning situation and learning through assignments and projects is encouraged on the job and on development programs.*

The Competency Management

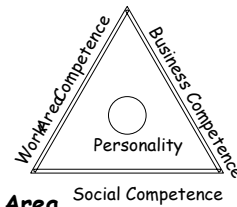
Elements of Competency

Knowledge and skill competencies tend to be visible, and relatively surface. Values, trait, and motive competencies are more hidden, the underlying characteristics and help to predict human behaviors and actions.



The Competency Management

Define the Competency Model



- **Technical/Functional Competency (Work Area Competence)**
 - Competence and skills needed for the specific work- function, job task, process or occupation
- **Managerial/Professional (Business Competence)**
 - Competence related to our companies business
- **Generic/Personal Attributes (Social Competence / Acting Ability)**
 - Competence related to working in teams, communicating, ability to take initiative and convert theoretical knowledge and experience into action. leading to the required results

The Learning Organization and Knowledge Management

Learning ?

- | | |
|---------------------------|----------------------------|
| 1. Learning Methodology | เข้าใจวิธีการเรียนรู้ |
| 2. Learning Environment | สร้างบรรยากาศในการเรียนรู้ |
| 3. Learning Opportunities | สร้างโอกาสในการเรียนรู้ |
| 4. Learning Communities | สร้างชุมชนแห่งการเรียนรู้ |

What is Learning Organization?

GURU หลายท่านกล่าวไว้ดังนี้

Peter Senge (1990) กล่าวว่า iva องคการเอือการเรียนรู้คือ สถานที ซึ่ง ทุกคน สามารถ ขยายศักยภาพ ของตนเองได้ อย่างต่อเนื่อง สามารถสร้าง ผลงานตามทีตั้งเป้า หมายไว้ เป็นทีซึ่งเกือรูปแบบการ คิดใหม่ ๆ หลากหลายมากมาย ทีซึ่งแต่ละคนมี อิสระ ทีจะสร้างแรงบันดาลใจ และเป็นทีซึ่ง ทุกคนต่างเรียนรู้วิธีการเรียนรู้ร่วมกัน

Michael Beck (1992) อธิบายว่า องคการเอือการเรียนรู้ คือ องคการทีเอืออำนาจ การเรียนรู้ และพัฒนาบุคลากรทุกคน ขณะเดียวกันก็มีการ ปฏิรูปองคการ อย่างต่อเนื่อง

GURU หลายท่านกล่าวไว้ดังนี้...

David A. Gavin (1993) กล่าวว่า คือองค์การที่มีลักษณะในการ สร้าง แสงหา และ ถ่ายโอนความรู้ และมีการ เปลี่ยนแปลงพฤติกรรม อันเป็นผลมาจาก ความรู้ใหม่ และ การเข้าใจในสิ่งต่าง ๆ อย่างถ่องแท้

Michael Marquardt (1994) ให้ความหมายว่า คือ ที่ซึ่งมีบรรยากาศของการเรียนรู้รายบุคคลและกลุ่ม มีการสอนคนของตนเองให้ มีกระบวนการคิดวิเคราะห์ เพื่อช่วยให้เข้าใจในสรรพสิ่ง ขณะเดียวกันทุกคนก็ช่วยของ การเรียนรู้จากความผิดพลาดและความล้มเหลว ซึ่งผลให้ทุกคนตระหนักในการ เปลี่ยนแปลงและปรับตัว ได้อย่างมีประสิทธิภาพ

Our Approach...All of the Best...

Peter Senge	Michael Marquardt	David A. Gavin
1. การคิดอย่างเป็นระบบ (Systems Thinking)	1. พลวัตการเรียนรู้ (Learning Dynamics)	1. การแก้ปัญหอย่างเป็นระบบ (Systematic Problem Solving)
2. ใฝ่เรียนรู้ (Personal Mastery)	2. การปรับเปลี่ยนองค์การ (Organization Transformation)	2. การทดลองใช้วิธีการใหม่ ๆ (Experimentation with New approaches)
3. โมเดลความคิด (Mental Models)	3. การเอื้ออำนาจ (People Empowerment)	3. การเรียนรู้จากประสบการณ์ของตนเองและเรื่องในอดีต (Learning from their Own Experience and Past history)
4. การมีวิสัยทัศน์ร่วมกัน (Shared Vision)	4. การจัดการกับองค์ความรู้ (Knowledge Management)	4. เรียนรู้จากประสบการณ์และวิธีการที่ดีที่สุดของผู้อื่น (Learning from Experiences and Best Practices of Others)
5. เรียนรู้เป็นทีม (Team Learning)	5. การประยุกต์ใช้เทคโนโลยี (Technology Application)	5. การถ่ายทอดความรู้อย่างรวดเร็วและมีประสิทธิภาพ (Transferring Knowledge Quickly and Efficiently)

Is it a Learning Organization?

Learning Organization profile:

1. **Learning Dynamics:**
Individual, Group/Team, and Organization
2. **Organization Transformation:**
Vision, Culture, Strategy, and Structure in the organization
3. **People Empowerment:**
Employee, Manager, Customer, Alliances, Partners, and Community
4. **Knowledge Management:**
Define, Capture, Create, Share, Use
5. **Technology Application:**
Information System, Technology-Based Learning, and Electronic Performance Support System

What is Knowledge Management?

“Knowledge Management is the leveraging of knowledge in an organization for the purpose of capitalizing on intellectual capital”

ASTD: American Society for Training and Development

What is?..

Knowledge

“The sum of what is known: a body of truths, principles, and information that, in a business context, guide operation”

ASTD: American Society for Training and Development

What is?..

Type of Knowledge

> Explicit Knowledge - that knowledge that we've been fortunate enough to record

> Embedded Knowledge - that knowledge which is infused in our business process

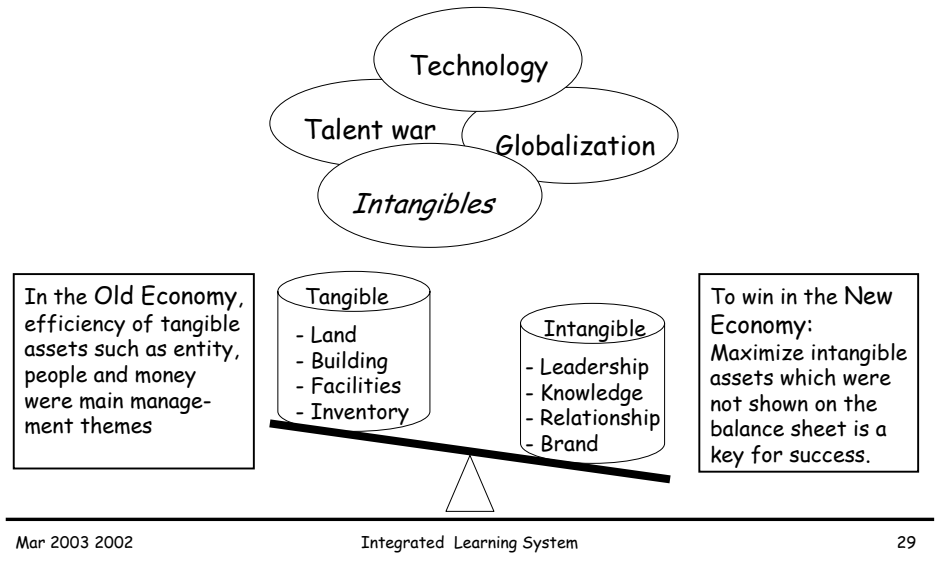
> Tacit Knowledge - that knowledge which resides in peoples' heads. This is the most intangible intellectual asset of them all-and the one we often take for granted (*competitive advantage*)

- > **Unique characteristic of knowledge - high value added, no depreciation**

ASTD: American Society for Training and Development

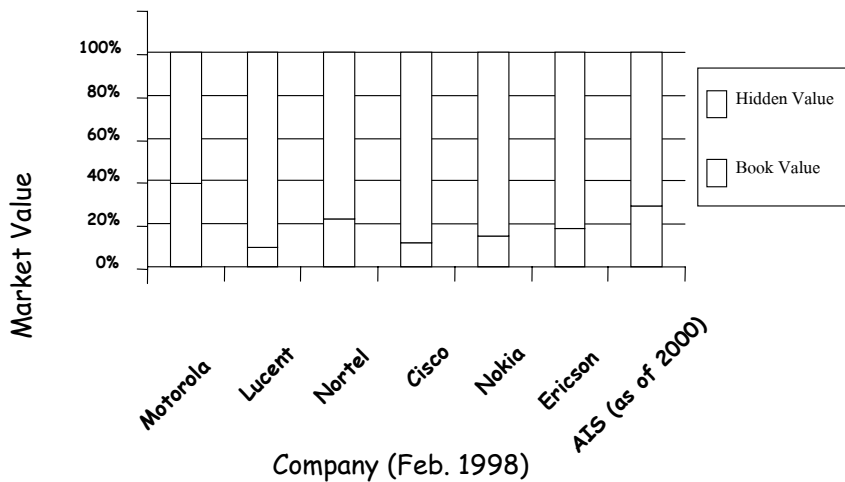
Why?..

Are you ready for the New Economy?...

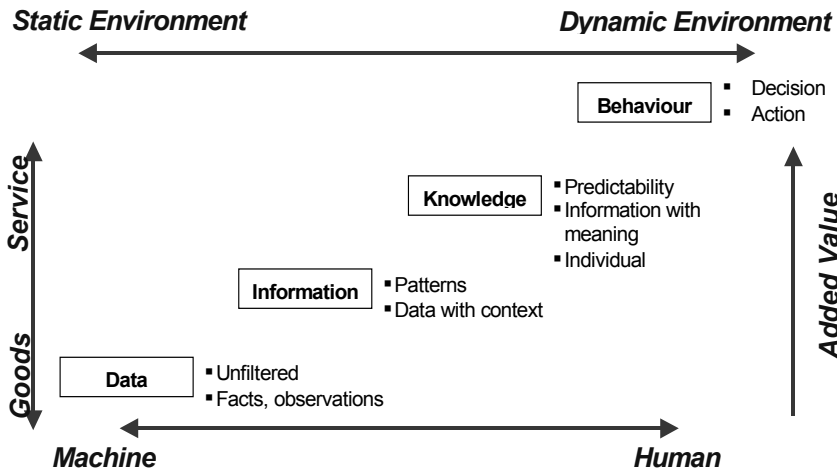


Why?..

How much is the company worth?



Data...Info...Knowledge...



How can we start?

What?...

"Learn from best practices and lesson learned" -----> Model&Framework

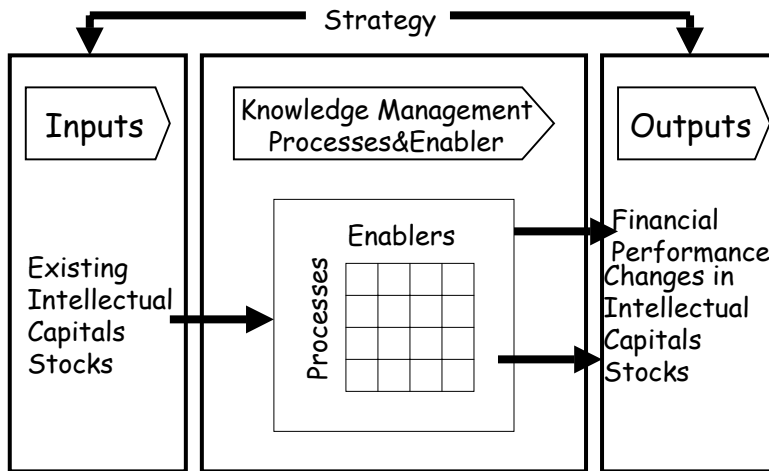
How?...

"Just do it, you will learn more and be insight." -----> Learning&Improvement

Promote Environment...

How?..

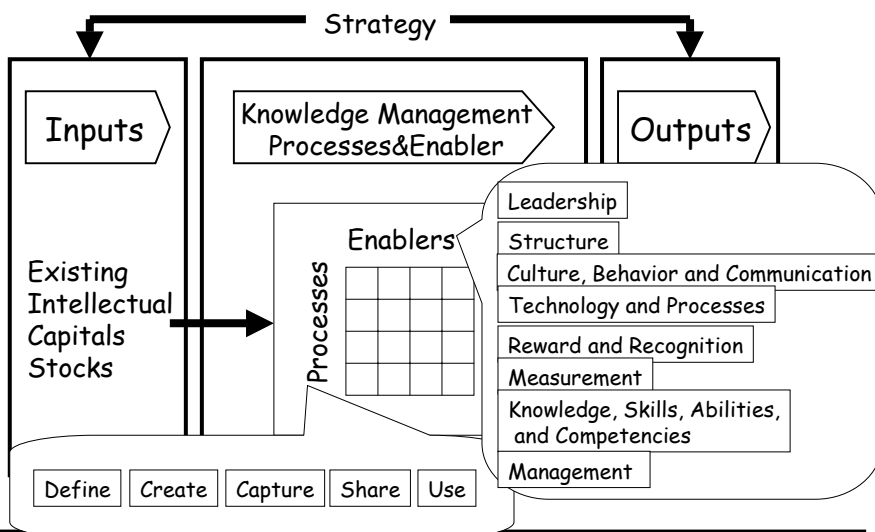
Intellectual Capital Management Model



ASTD: American Society for Training and Development

How?..

Intellectual Capital Management Model



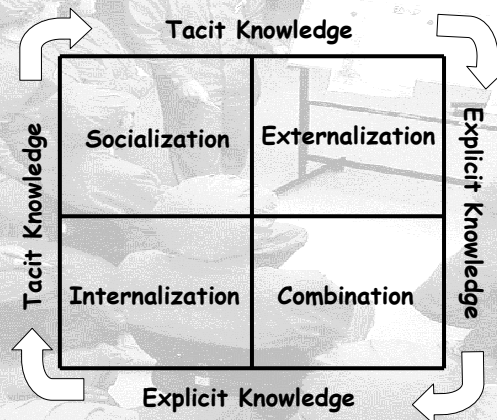
How?..

Knowledge Management Activities

Defining Intellectual Capital	Creating Intellectual Capital	Capturing Intellectual Capital	Sharing Intellectual Capital	Using Intellectual Capital
defining core competence	training	building best-practice databases	sharing best practices	Learning and performance
establishing staffing requirements	succession planning	building yellow pages	forming knowledge networks	decision making
setting competency requirements	market research	building expert directories	forming online discussion groups	strategic planning
writing job descriptions	competitive intelligence	creating knowledge repositories	deploying performance and decision support systems	product development
defining core processes	selection and recruitment	total quality management	deploying intranets	marketing
defining market segments	identifying core competencies	data-warehousing	deploying extranets	forecasting
identifying potential partners, suppliers or distributors	best-practice searches	process documentation and reengineering	internal communications	
	benchmarking	writing manuals	external communications	

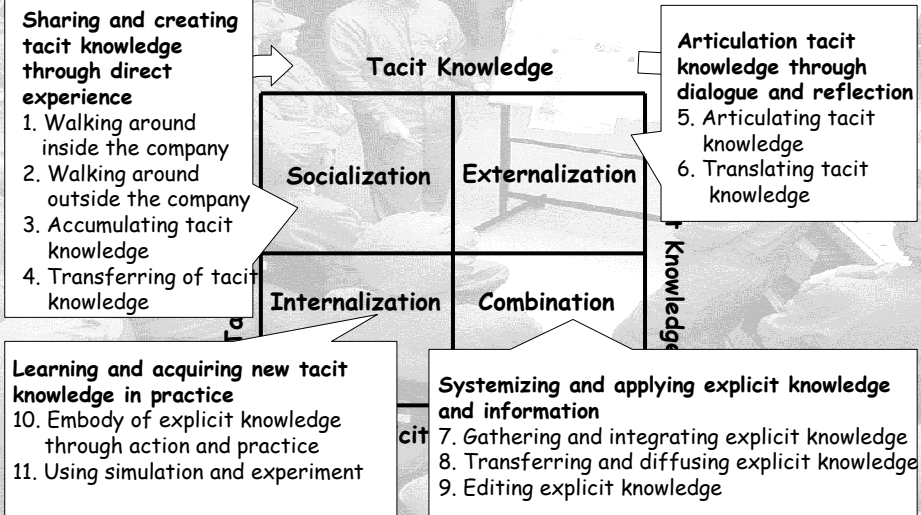
How?..

Knowledge Conversion Process...SECI



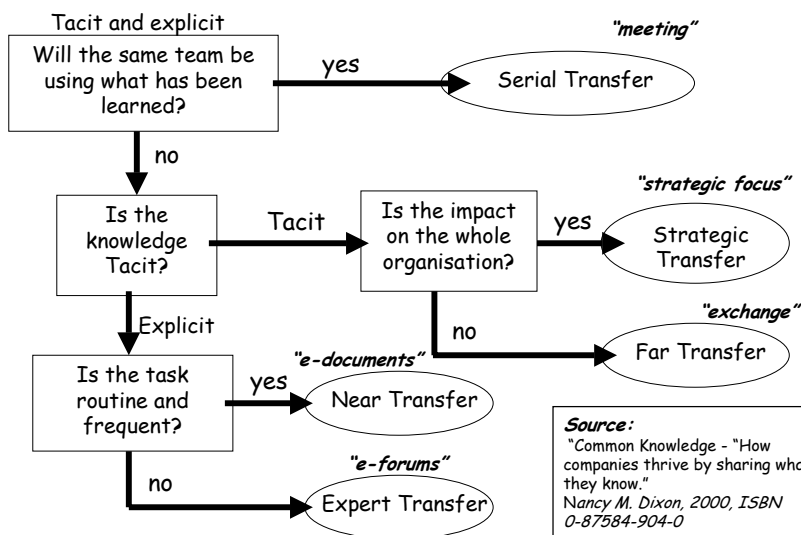
How?..

Knowledge Conversion Process...SECI



How?..

5 types of Knowledge Transfer systems..Decision Tree



How?..

Serial Transfer

DEFINITION

The U.S. Army troops that arrived in Haiti in 1994 was to remove guns and ammunition from many rebel towns.

> After Action Review(AAR) from First Attempt:

- The soldiers recognized considerable resistance.
- One soldier noted that he had observed few dogs in the town.
- Someone else had noticed that the Haitians were fearful of large German Shepherds that were used by the military police(MP).
- The third person suggested to borrow some dogs from the MP so that in disarming the next town they could use the dogs out front with the hope of reducing the resistance.

> After Action Review from the second town:

- It was noted that the villagers were more cooperative when in their homes than they were in the street.

How?..

Strategic Transfer

DEFINITION

Create plan to reduce the cost of British Petroleum's Venezuela operation from \$70mil to \$40mil

> Champion: Steve and his change team of eight

> Objective: create the design for new organization and implementation plan for each element *in seven weeks*

> Approach:

1. Can not reinvent the wheel, should learn from units that already experienced restructuring
2. Learn from lessons learned of Colombia project
3. It provided the "big picture" to gain overall understanding , the element involved, and the major lessons learned.
4. Venezuela team adapt and put their own plan together

> The Outcome: The team got the job done and met its financial goals

How?..

Far Transfer

DEFINITION

Ford's Best Practice Replication Process

- > **Champion:** Dale McKeekan, VP-Vehicle Operation
- > **Objective:** " To get better at sharing idea btw. European and American Plants "
- > **Approach:** (in March 1995)
 1. Production Engineer f. Kansas City went to German plant to "Walk the Line" to see and gather the idea.
 2. A few week later German team paid a visit to Kansas City to see what they could use.
- > **The Outcome:** Out of the meeting 15 short-term and 30 long-term best practices were identified. Now over 600 ideas are in Best Practice Database.

How?..

Near Transfer

DEFINITION

Ernst & Young-PowerPacks

- > **Earlier Stage:**
 - One of E&Y's most important knowledge management process is a set of electronic databases, the Knowledge Web, that capture project deliverables developed by consulting team.
- > **Information Growth:**
 - In spite of simple and standardized submissions process and sophisticated search engine, the databases quickly grew large and cumbersome. Users began to find that database contents were often repetitious and, more important, were of differing level of quality.
- > **Improvement:** Proposal development time reduce form 3w to 3d
 - Develop PowerPacks for collection of documents bundled by topic and chosen to represent the "best of the best" on a given topic.

How?..

Expert Transfer

Buckman Laboratories Techforums

> Concept:

- Techforums are electronic discussion groups, primarily of the "Does anybody know...?" type.
- There are 24 sections of Techforum, most organized by industry group.
- 50% of employees have asked questions over the forums.
- 10-20% have responded to the questions others have asked, and unknown number of readers
- Each section of the forums has a section leader, who is responsible for either answering an inquiry or forwarding it to someone who can.

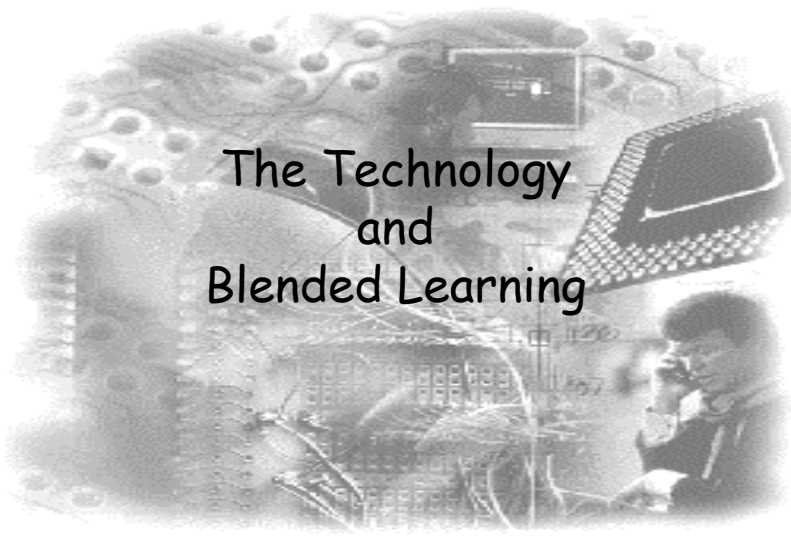
> Success Factors:

- CEO was virtual presence in Techforum by asking and responding to the questions.

How?..





Challenges to Sound Knowledge Management

Biggest Difficulties	Percent of Respondents
Changing people's behavior	54%
Measuring the value and performance of knowledge assets	43%
Determining what knowledge should be managed	40%
Justifying the use of scarce resources for knowledge initiatives	34%



The Technology and Blended Learning

Blended Learning

Learn from Collaboration Get Together, Build Community, Live It, Do it	Experience Based Learning Learning Lab, Mentoring, Role Playing Coaching, Case Studies		Face-to-Face Collaborative Multimedia Internet
Learn from Collaboration Discuss it practice It with peer	Collaborative Learning Live Virtual Classroom, e-labs, Collaborative session, Real-time live conference, Teaming		
Learn from Interactive Examine It, Try It, Play It	Interactive Learning, Simulation and Games CBT/WBT Modules, Self-Directed Learning Object, Interactive Games, Coaching and Simulation		
Learn from Information Read It, See It, Hear It	Performance Support & Reference Materials Web Lectures, Webs Book, Web Conferences, Webpages, Video		

The possible E-Learning Application

Application	Virtual Class Room (VC)	Web Based Learning (WBL)	Multimedia Based Learning (MBL)	eLAB
Media	<ul style="list-style-type: none"> - VDO Conference - Virtual Class Room via Learning Space 	<ul style="list-style-type: none"> - Intranet - Extranet - Internet 	<ul style="list-style-type: none"> - Computer Based Training(CBT) (Off-Line) - CD-ROM Based - Other Media 	<ul style="list-style-type: none"> - Simulation - Test bed - etc.
Concept	<ul style="list-style-type: none"> - Management Brief - Distance learning 	<ul style="list-style-type: none"> - Blended learning - Structured Learning - Online Info - Self Assessment 	<ul style="list-style-type: none"> - Self Study 	<ul style="list-style-type: none"> - OJT - Experiment - Testing

Make Things happen...

Just Do It Now...