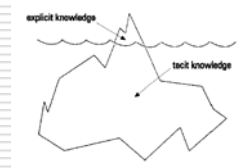


Knowledge Management

The Knowledge Management Model by
[M. Weggeman](#)



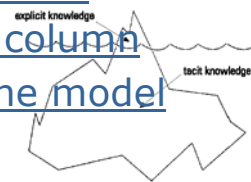
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1

The Knowledge Management Model.

- [Explanation of the model: overview](#)
 - [Mission, Vision and Goal \(s\)](#)
 - [Description knowledge value chain](#)
 - [Close the loop](#)
- [Organisational Design Variables](#)
- [Knowledge Value Chain by column](#)
- [Organizational context of the model](#)

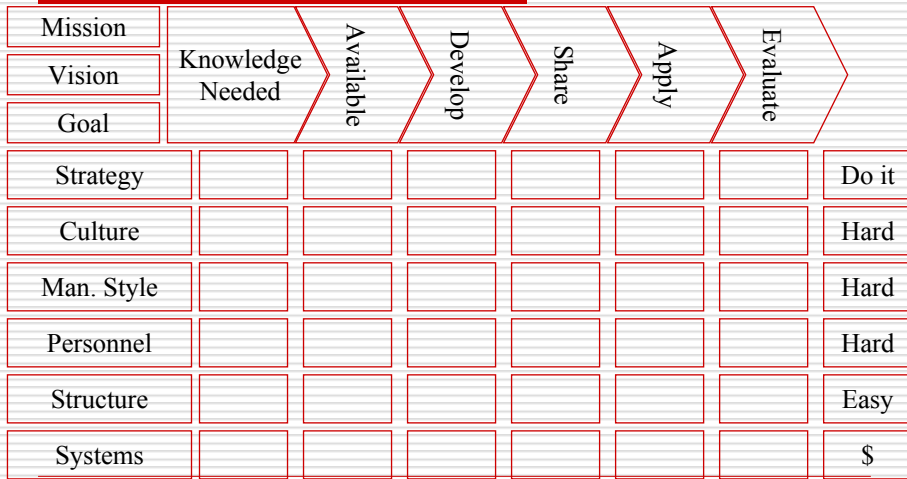


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The Knowledge Management Model: Explanation of the Model: overview.



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The Knowledge Management Model: Mission, Vision and Goal (s).



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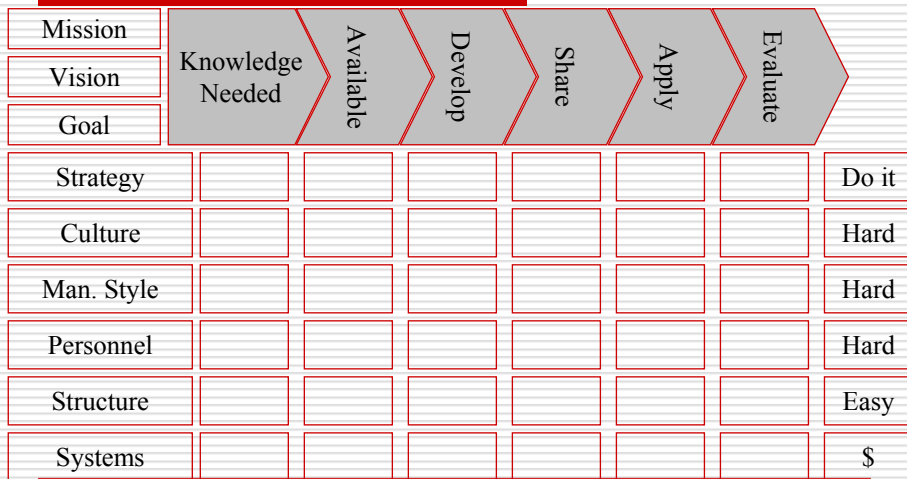
The Knowledge Management Model: Mission, Vision and Goal (s).

- Mission, vision, goals (and strategy) of an organization drive the knowledge value chain.
- Value chain: the further knowledge is held in the chain, the more value it has for the organization.

The Knowledge Management Model: Mission, Vision and Goal (s).

- Mission: raison d'être
 - Vision: long term perspective
 - Goal (s): measurable result (s)
 - Strategy: action plan for a goal
 - Mission driven => collective ambition
 - § Money driven => goal + strategy = enough
- Collective ambition
- Policy

The Knowledge Management Model: Description knowledge value chain.



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The Knowledge Management Model: Description knowledge value chain.

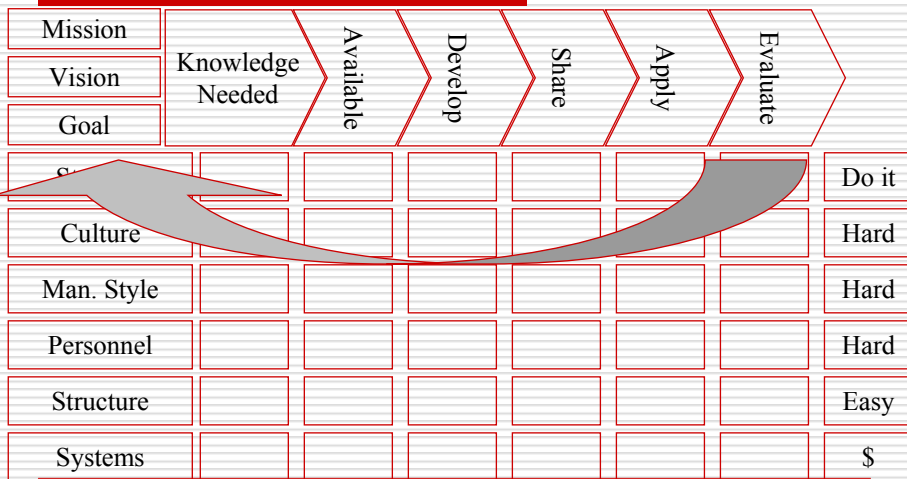
- Operational knowledge process:
 1. Determining the **needed** knowledge
(based on the organization`s strategy)
 2. Determining the **available** knowledge
 3. **Developing** the missing knowledge
 4. **Sharing** the developed knowledge with the employees
(who needs the knowledge to perform their job well)
 5. **Using** the shared knowledge
(most important process)
 6. **Evaluating** the previous knowledge processes

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The Knowledge Management Model: Close the loop.



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The Knowledge Management Model: Close the loop.

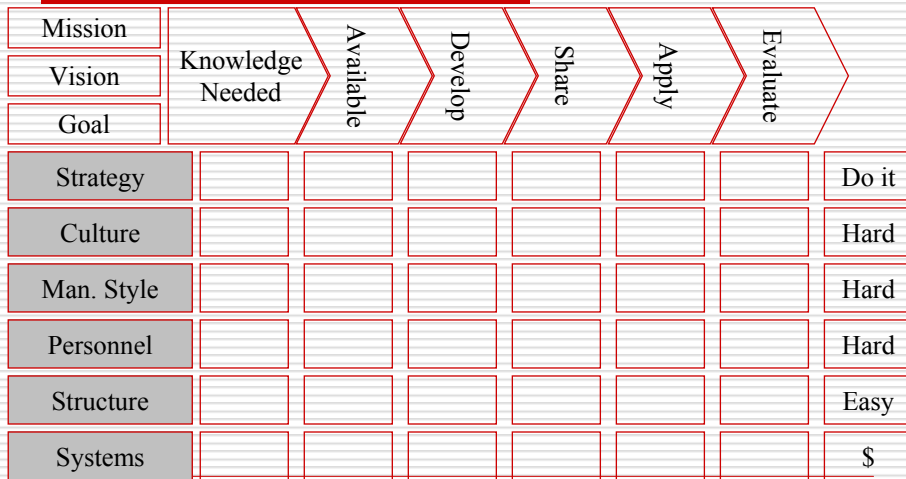
- After evaluation (re) define core competences and or goal (s) of the organisation. This could imply change in strategy, knowledge needed etc.
- This cyclic process of knowledge creation and exploitation keeps going round.

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The Knowledge Management Model: Organisational Design Variables.



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The Knowledge Management Model: Organisational Design Variables.

- What must be our **strategy**?
- How should our organisational **culture** look like?
- Which management **style** do we practice?
- What competence need our **personnel** and what behavioural patterns do we want?
- What **roles** and **responsibilities** (structure) do we want?
- Which technical **systems** do we install?

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Organisational Design Variables: 'Hard' to change / install.

Mission	Knowledge Needed	Available	Develop	Share	Apply	Evaluate	
Vision							
Goal							
Strategy							Do it
Culture							Hard
Man. Style							Hard
Personnel							Hard
Structure							Easy
Systems							\$

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Organisational Design Variables: 'Easy' to change / install.

Mission	Knowledge Needed	Available	Develop	Share	Apply	Evaluate	
Vision							
Goal							
Strategy							Do it
Culture							Hard
Man. Style							Hard
Personnel							Hard
Structure							Easy
Systems							\$

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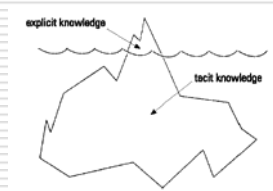
The Knowledge Management Model: Organisational Design Variables.

- 'Easy' = direct to influence
 - Buy, try, implement or agree upon
- 'Hard' = indirect to influence
 - behaviour, style, skills, experience, attitude

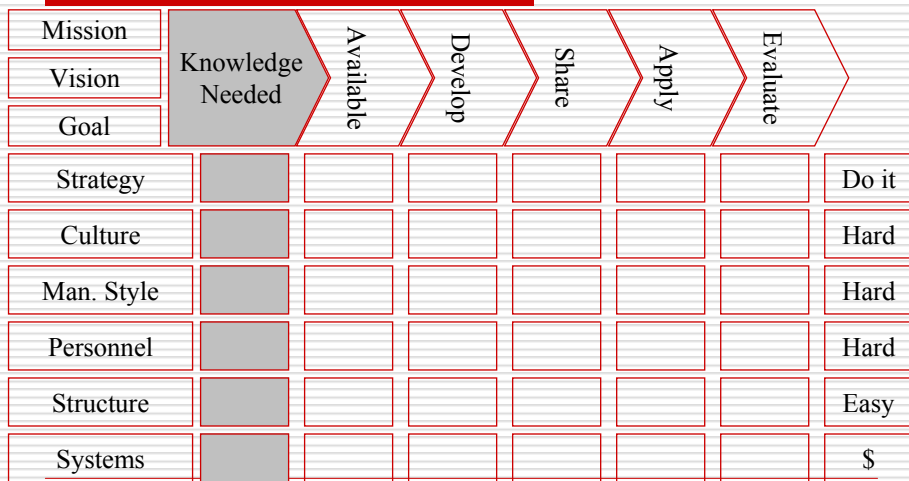
- Change behaviour => change culture
 - Management course in management style
 - Train personnel or rotate jobs

The Knowledge Management Model: Knowledge Value Chain by column.

- Knowledge Needed
- Knowledge Available
- Develop Knowledge
- Share Knowledge
- Apply Knowledge
- Evaluate Knowledge



The Knowledge Management Model: Knowledge Needed.



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The Knowledge Management Model: Knowledge Needed.

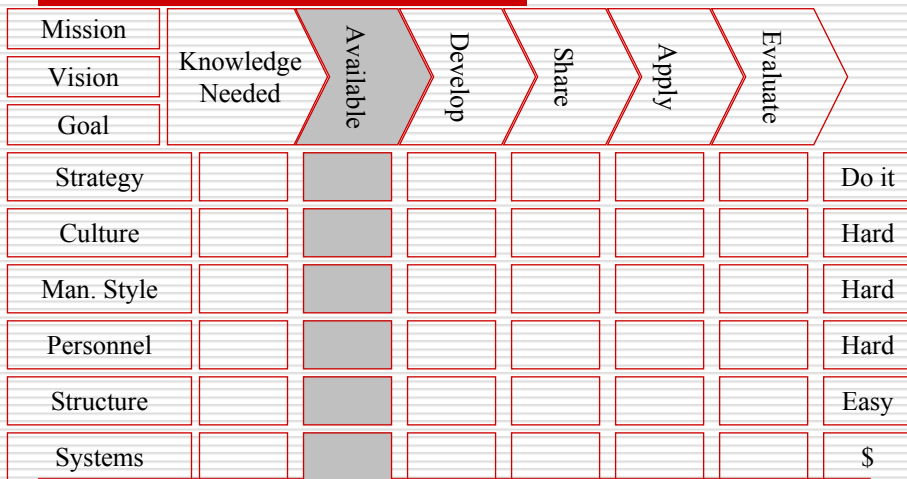
- Given strategy we need:
 - Which information
 - Which (technological)
 - Which skills, attitude, style
- Use brainstorm / scenario's / interview
- Anticipate technical, political, sociological, cultural developments

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The Knowledge Management Model: Knowledge Available.



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The Knowledge Management Model: Knowledge Available.

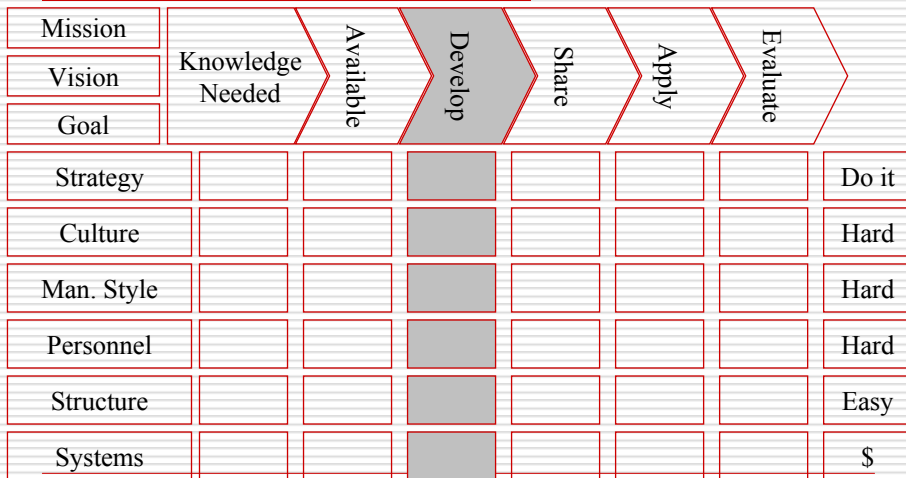
- ❑ Make knowledge-in-use explicit
 - In organisation / colleague / heads
 - In network / peers / partners / [Community of Practice's](#)
 - Digital mailing lists / WWW / Weblog
 - Hard copy library / drawers
- ❑ Are we (un) conscious (un) competent?
 - 'We have a couple very good people in R&D'
 - 'Our marketing-knowledge is up-to-standard'

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The Knowledge Management Model: Develop Knowledge.



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The Knowledge Management Model: Develop Knowledge.

- Needs -/- Available = gap
 - Develop in house
 - Buy knowledge / people
 - Outsource
 - Get from conference / congress / study
 - Partner: third party, clients, competitor

- Look for ROI, ROI+ and USP

ROI = Return on Investment

+ = ROI spin off

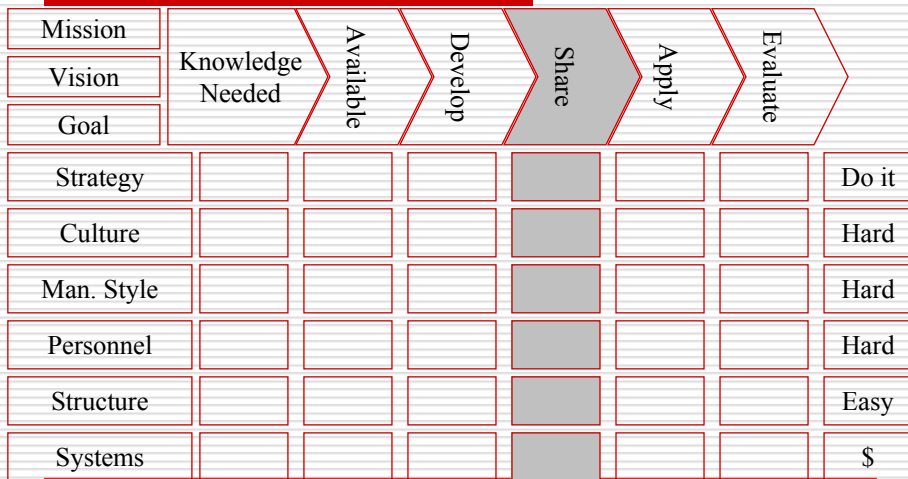
USP = Unique Selling Point

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The Knowledge Management Model: Share Knowledge.



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The Knowledge Management Model: Share Knowledge.

- Community of Practise (CoP)
- Intra- / Extra- / Internet (website)
- Yellow pages
- Happy hour
- Communication meeting

- Knowledge sharing (KS) is subset KM

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Share Knowledge: Hurdles from the source:

- The source is not motivated to share
 - Power, position, time, priority
- Source thinks that the gap between source and receiver is too big
- Source thinks s/he's no expert
- Source doubts interest receiver
- Source has no respect for receiver

Share Knowledge: Hurdles from the receiver:

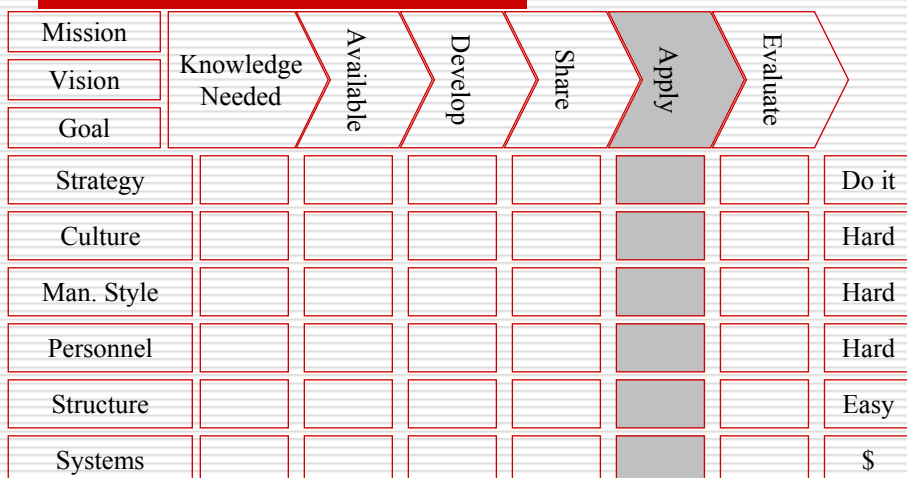
- Receiver is not motivated to learn
- Receiver thinks gap is too big
- Receiver doubts the source
- Receiver has no respect for source

Share Knowledge: Hurdles other:

- Hobby-ism / too much money
- Relation with strategy weak
- Developed knowledge does not match output specifications
- Knowledge is out of date / too late
- Users out of absorption capacity

- Share ≠ Apply : To know ≠ To be able

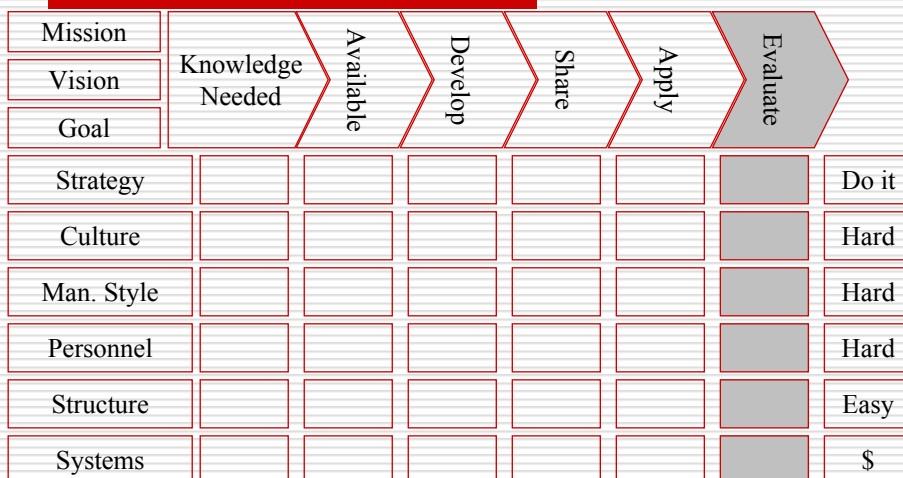
The Knowledge Management Model: Apply Knowledge.



The Knowledge Management Model: Apply Knowledge.

- Capitalize on information + experience
+ skills + attitude to perform tasks
- Tasks are in line with collective ambition
of the organization
- Hopefully learning takes place

The Knowledge Management Model: Evaluate Knowledge.

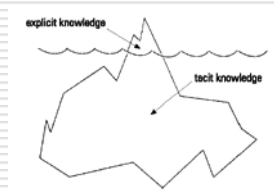


The Knowledge Management Model: Evaluate Knowledge.

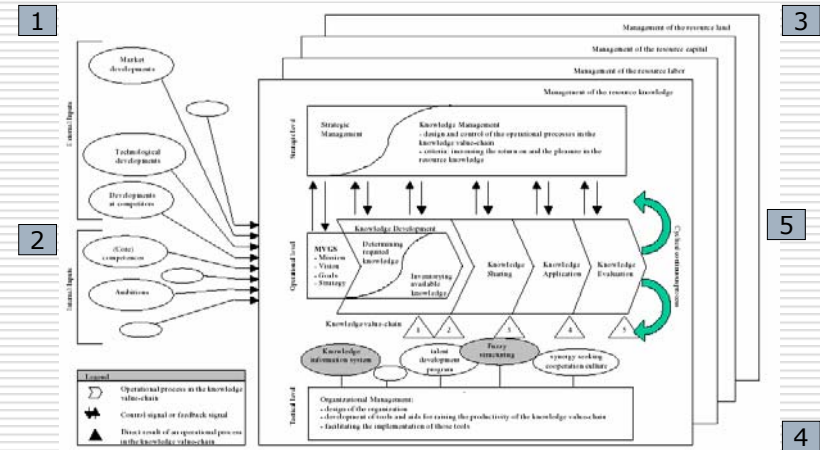
- Prepare for the next loop
 - Redefine (core) competence
 - Gather input for SWOT
- Technique like AAR (after action review)
- Explore side steps
- Stimulate bottom up input

The Knowledge Management Model: Organizational context of the model.

- Overall view
 - External inputs
 - Internal inputs
 - Strategic level
 - Tactical level
 - Operational level
- Organizational context



Organizational context of the Model. See next slides for details !!

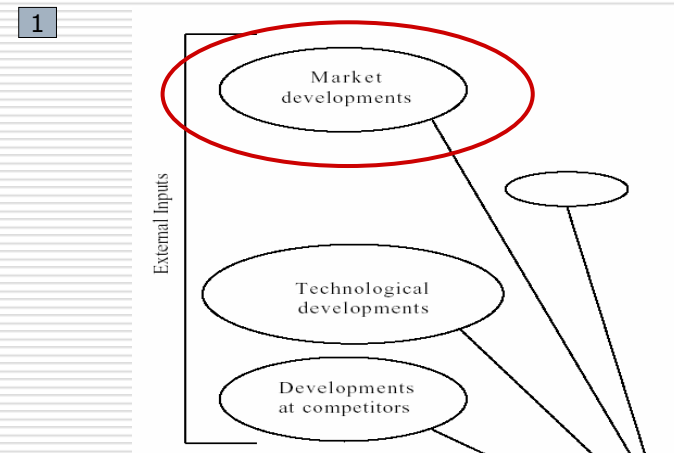


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Organizational context of the Model: External inputs.

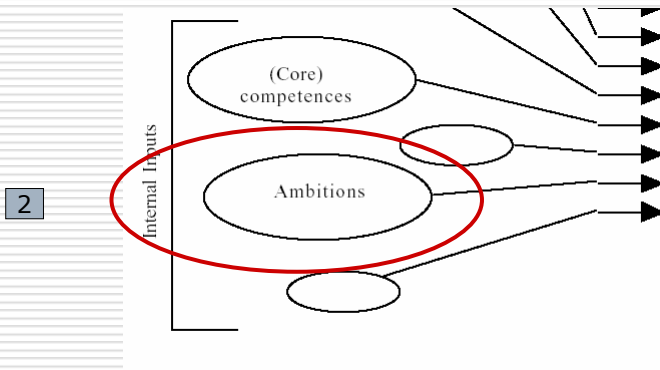


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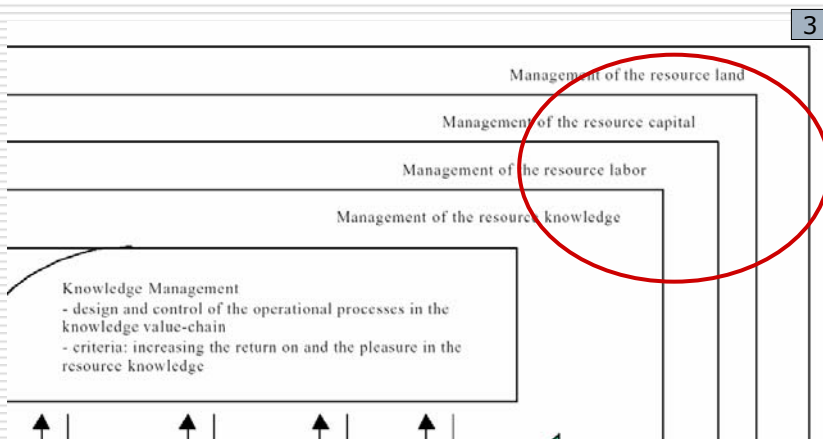
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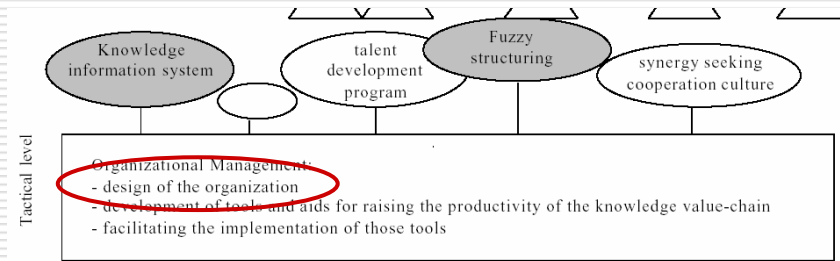
Organizational context of the Model: Internal inputs.



Organizational context of the Model: Strategic level.

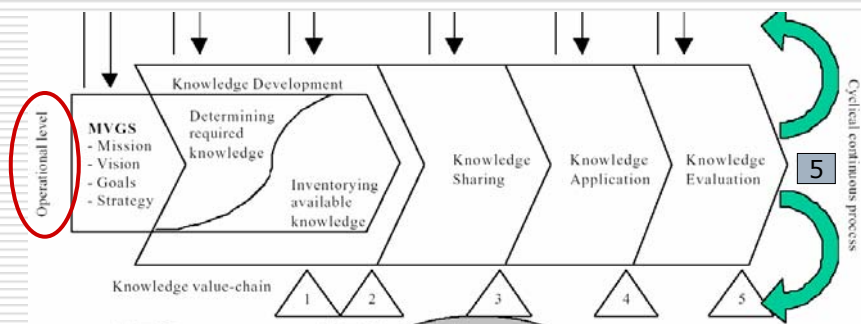


Organizational context of the Model: Tactical level.



4

Organizational context of the Model: Operational level.



The Knowledge Management Model: Organizational context of the Model.

