



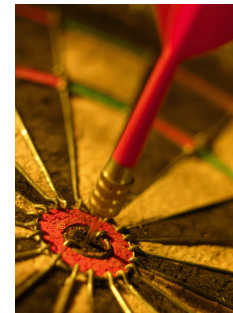
How to Build a KM Framework for your Organisation

ISKO Workshop
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Outline

- What is a KM Framework
- Purpose of a KM Framework
- Types of KM Frameworks
- How to Build a KM Framework
- Guidelines in Building a KM Framework



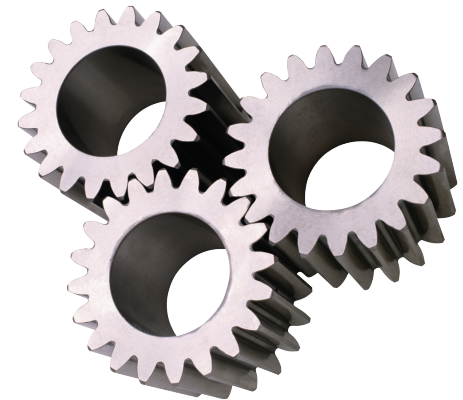
What is a KM Framework

- Describe the core elements of KM and the principles of interaction.
- Systematic starting point for the implementation and application of KM.
- Provides a set of basic assumptions or fundamental principles for KM implementation.



Origins of Frameworks

- Developed in cooperation between science and business practice.
- Originate from both academic and practitioner sources.
- Some are the result of synthesizing concepts from previously published works.



Pitfalls

- Expansion of existing IT strategy (McDermott, 1999).
- Focus on explicit knowledge at the exclusion of how tacit knowledge is created, shared and utilized.
- Use information management tools and concepts to design KM systems (McDermott, 1999).
- Adopt a piecemeal approach.



Purpose of a Framework

- Emphasize importance of KM to organisational success.
- Improve the awareness and understanding of KM.
- Provides a holistic view of KM.
- Facilitates communication of KM across an organisation.
- Helps to determine the scope of KM initiatives.
- Helps practitioners determine if they have considered all the relevant KM implementation issues.



Two Perspectives

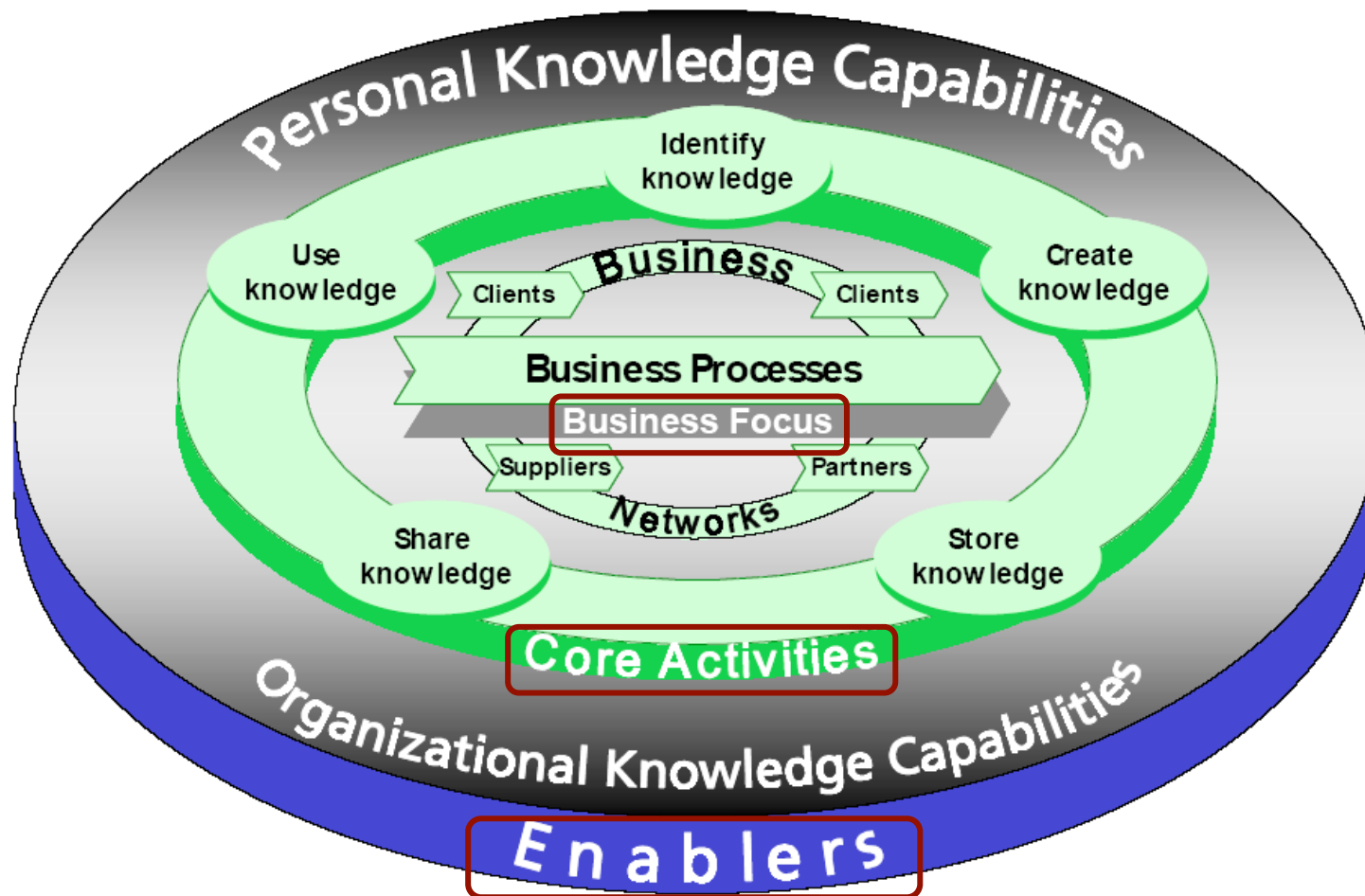
- Universalistic view
- Contingent view



Types of Framework

- Originate from academics, management consultants, enterprises, associations/federations & standardisation organisations
- Knowledge creation framework (Nonaka and Takeuchi, 1995)
- Knowledge cycle process (from creation to application)
- KM application (e.g. Choo 1996)
- KM Implementation framework

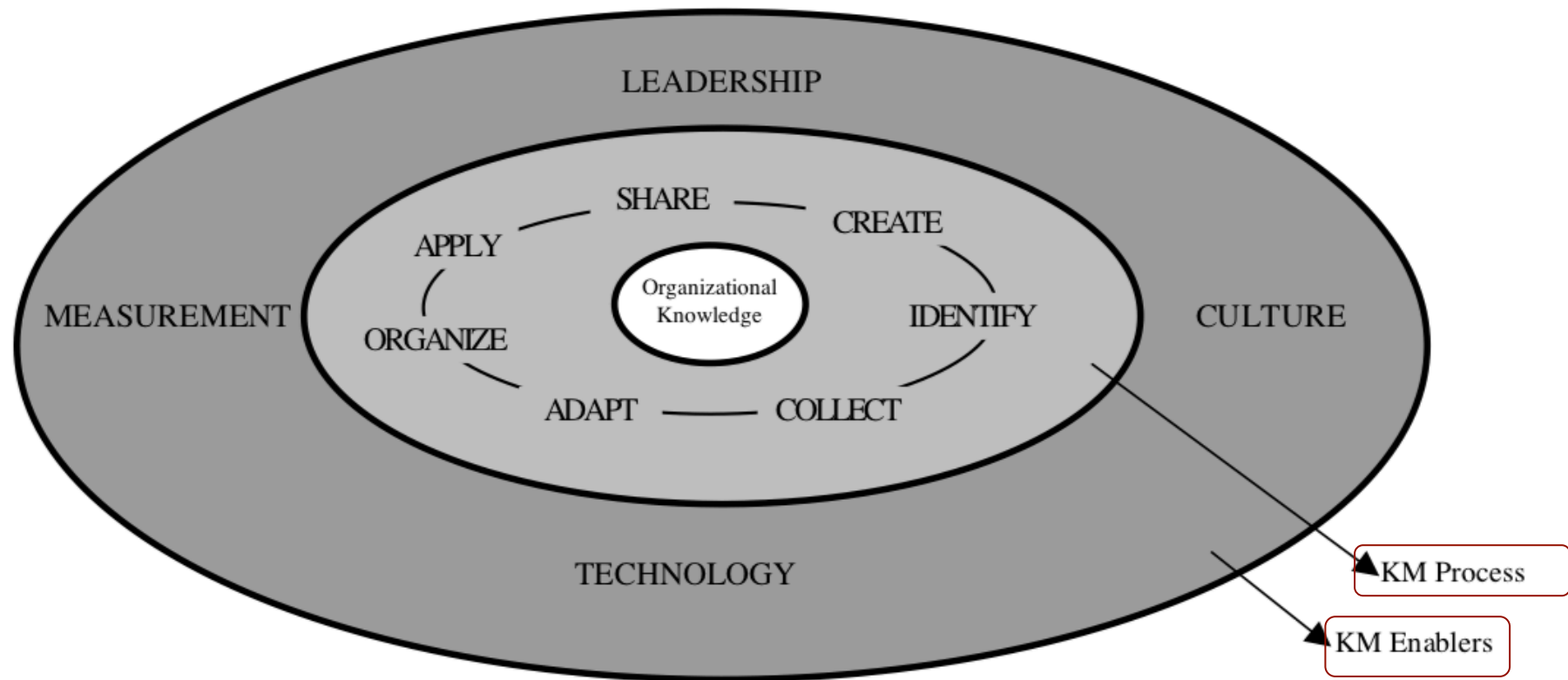
European KM Framework



The Knowledge Ecosystems (Australian Standards, 2005)



Organisational KM Model (Arthur Andersen & APQC)



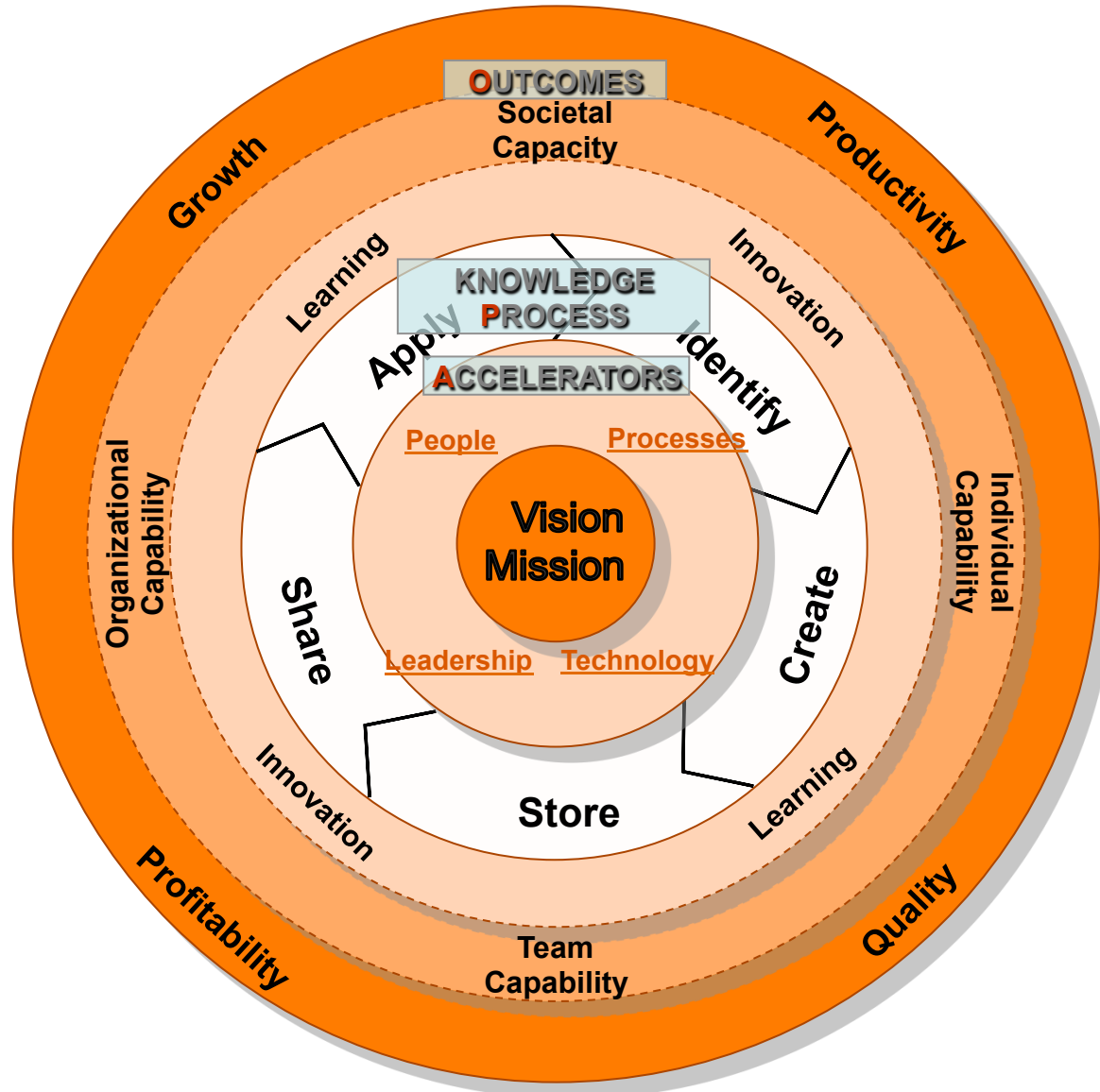
Adapted from Arthur Andersen & APQC, 1996

APQC's Interactive KM Framework



Adapted from APQC

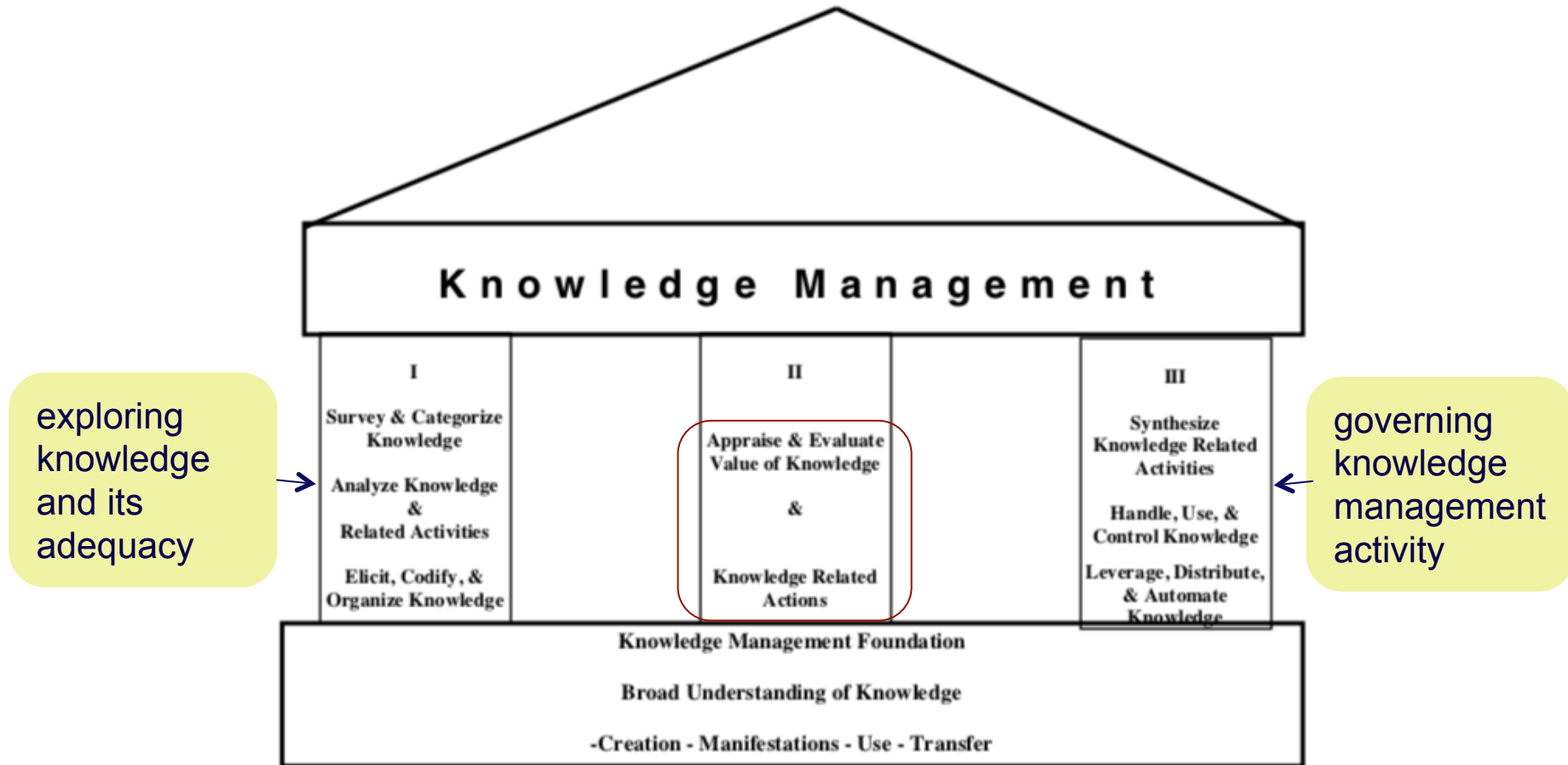
APO KM Framework



APO's KM Definition

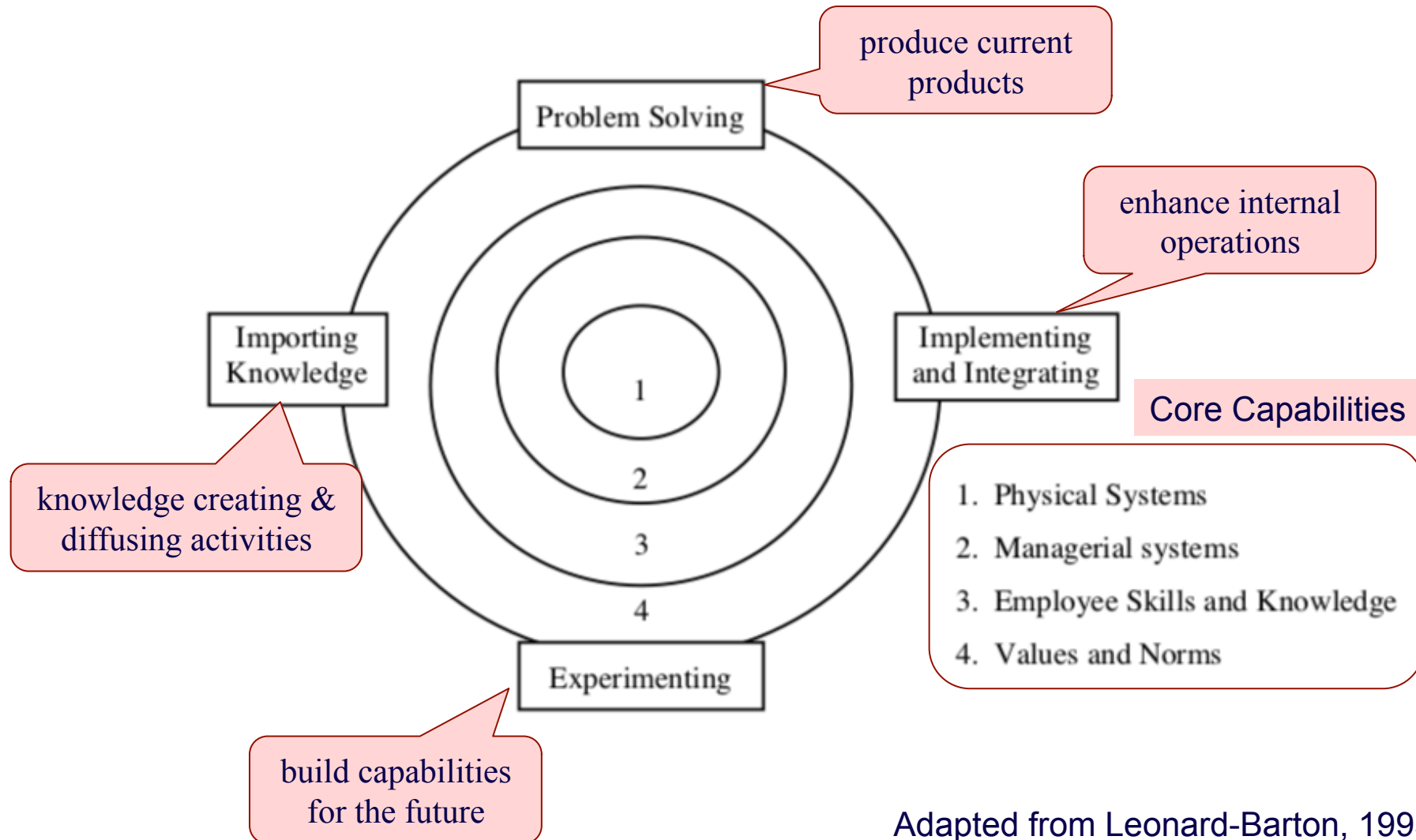
KM is an integrated approach of creating, sharing, and applying knowledge to enhance organizational productivity, profitability, and growth.

Framework of Knowledge Management Pillars (Karl Wiig)



Adapted from Wiig, 1993

Core Capabilities and Knowledge Building Activities (Leonard-Barton)



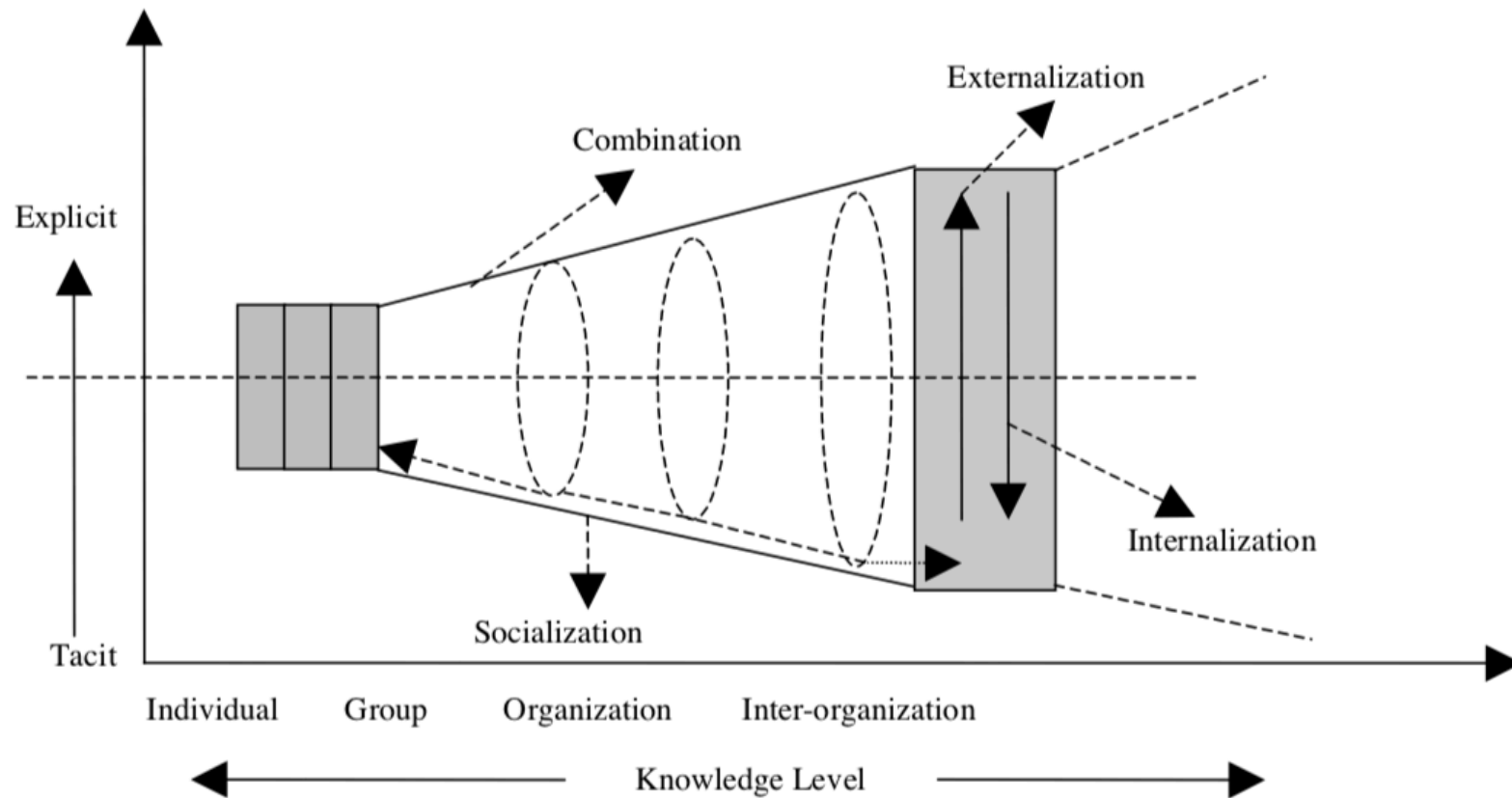
Adapted from Leonard-Barton, 1995, Wellsprings of Knowledge

SECI Model



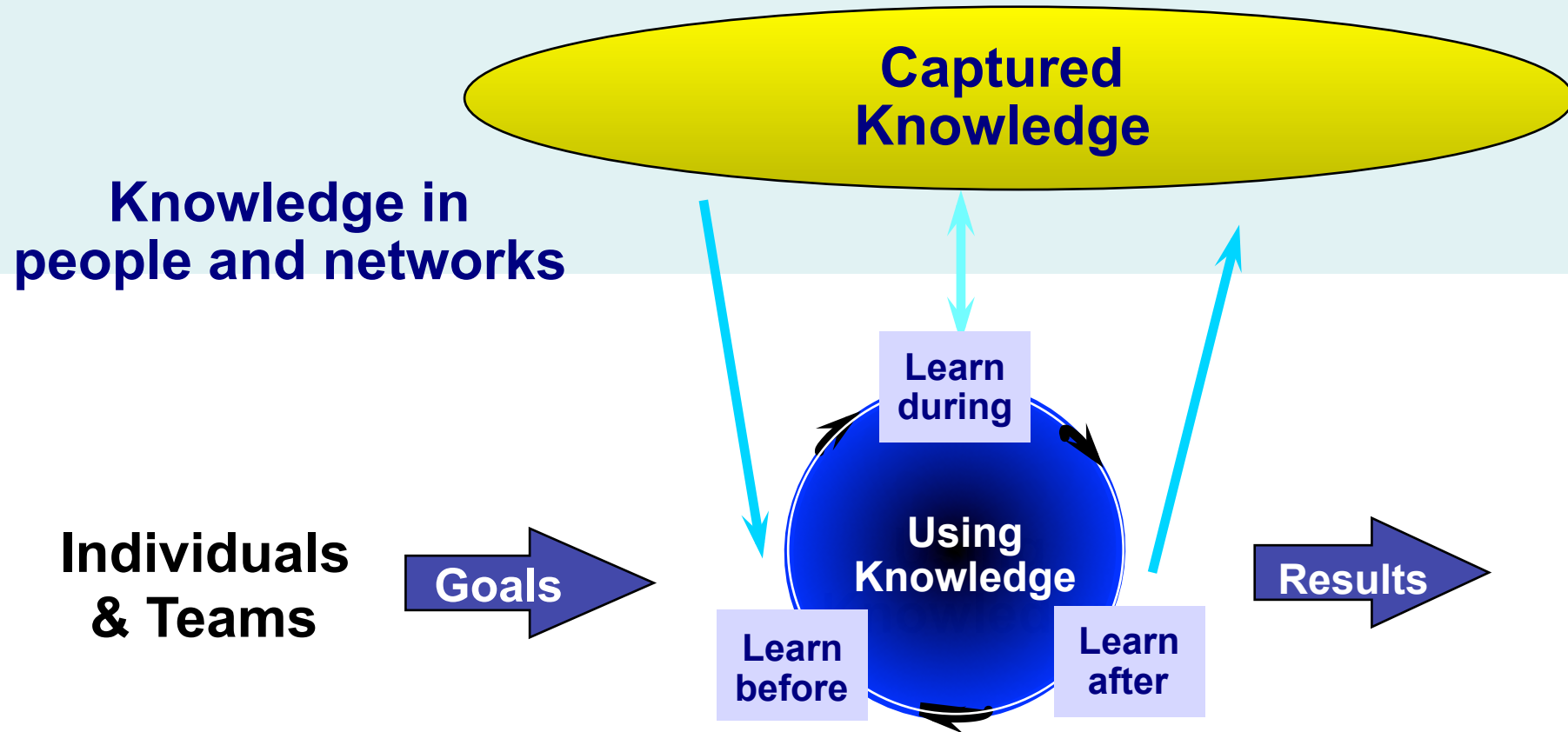
Adapted from Nonaka & Takeuchi, 1995
The Knowledge Creating Company

Framework of Knowledge Conversion (Nonaka)



Adapted from Nonaka, 1994

KM in BP



Source: Chris Collison
Geoff Parcell



“Anyone in the organisation who is not directly accountable for making a profit should be involved in creating and distributing knowledge that the company can use to make a profit”

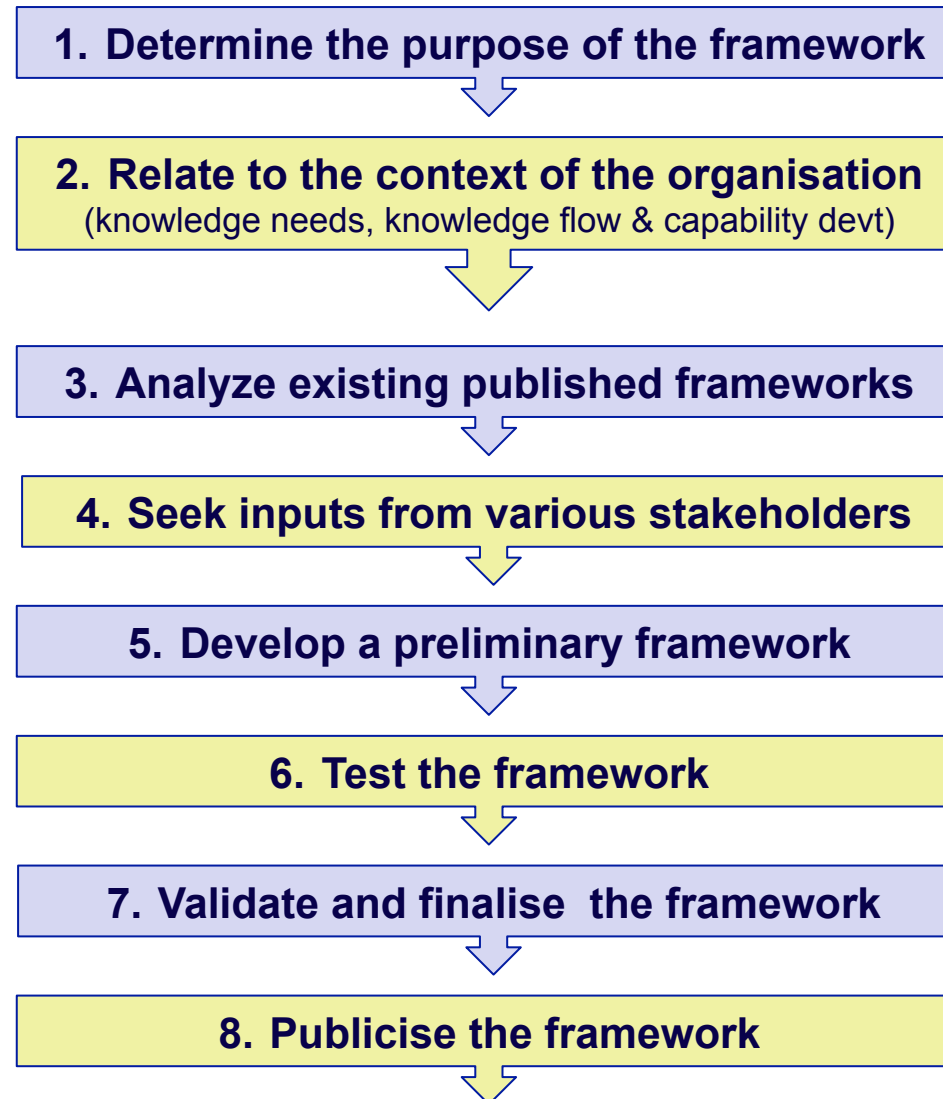


Sir John Browne
former CEO of BP

Summary of Frameworks

- Each framework is approached from a variety of perspectives and methodologies.
- Each framework's focus reveals which of the context and content dimensions are emphasized and orientation of that emphasis.
- Contributes to an understanding of KM phenomena:
 - Dimension of knowledge resources has little attention.
 - No common or standard way of characterizing knowledge activities.
 - No common or standard way of characterizing influences on the conduct of knowledge management.
- Organize and consolidate knowledge activities that describes each activity clearly and completely and identifies their interrelationships.
- Recognize the influencing factors in a comprehensive and unified way.

Steps in Developing a Framework



- Determine how tacit and explicit knowledge is created and flows along core business process.
- Assess how tacit and explicit knowledge is captured, created and shared

Knowledge Vision

- Provides understanding of what are relevant, important, useful, and operable in KM for improving organizational performance.
- Shapes the purposes, problems, methods, and solutions of knowledge-related programs.
- Role of leaders to surface, challenge, share, and transform the knowledge visions.
- Involve relevant stakeholders since knowledge programs impacts on the well-being of stakeholders.

KM Vision

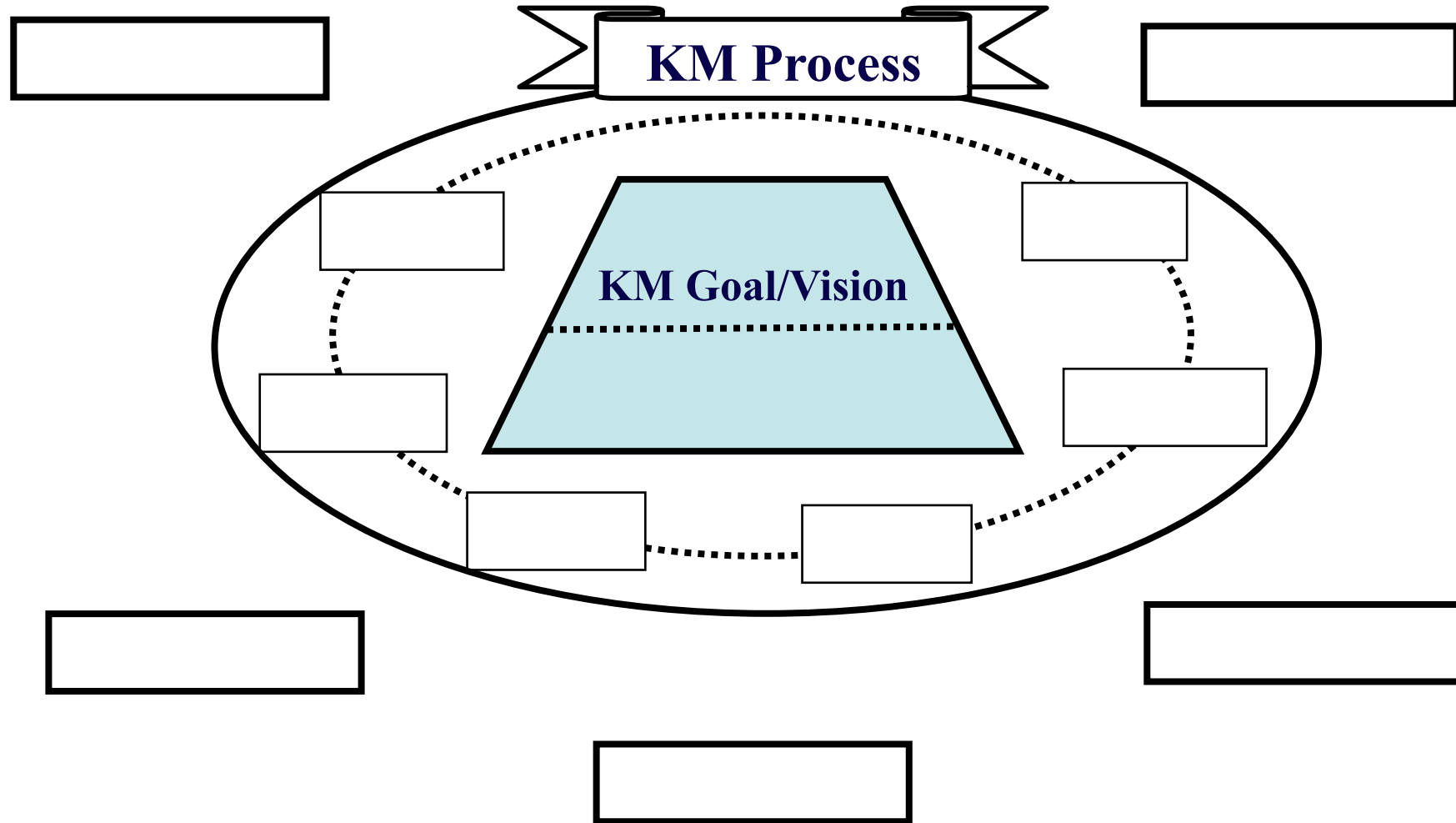
A look into the future at how the organization can be, or should be in the context of knowledge

Examples

- *Asia and the Pacific region will benefit from improved quality of ADB's knowledge products, improved learning and innovation (Asian Development Bank)*
- *Global health equity through better knowledge management and sharing (WHO)*

KM Framework Key Elements

Key Enablers



Framework Guidelines

- Organisation context specific
- Coherent language and a point of reference
- Positioned in a way that clearly identifies its value to the organisation.
- Self explanatory
- Holistic
- Simple
- Easy to understand



THANK YOU



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