



**2009 QNET Excellence Conference – GET FOCUSED**

**Quality & Effectiveness**

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# The Knowledge Management “System”

## Let's Get Practical

Presented by:  
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# This is Gonna take a Little Splainin

## “Knowledge Management”

- 70’s – Introduced as a management concept for improved organization performance
- 80’s – Articles began appearing in professional journals and books.
- 90’s – Academic divergence, an established discipline since 1991
- 00’s – Utilization of technology (web 2.0/enterprise 2.0) for knowledge sharing and collaboration.



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# Waheckary –Academia

- “The frontier of linearity in the intellectual capital metaphor”
- “How to conduct the audit of intellectual capital in the tourism business”
- “Using scenarios to explore the potential for shifts in the relative priority of human, structural and relational capital in generating value”
- “The consequences of a predominantly transactional or relational psychological contract between individuals and organisations.”
  - Beyond relation there is pattern, where pattern is more than simply a relation of relations. Pattern embodies both a consistency and completeness of relations which, to an extent, creates its own context. Pattern also serves as an Archetype with both an implied repeatability and predictability. When a pattern relation exists amidst the data and information, the pattern has the *potential* to represent knowledge.
  - It only becomes knowledge, however, when one is able to realize and understand the patterns and their implications. The patterns representing knowledge have a tendency to be more self-contextualizing. That is, the pattern tends, to a great extent, to create its own context rather than being context dependent to the same extent that information is. A pattern which represents knowledge also provides, when the pattern is understood, a high level of reliability or predictability as to how the pattern will evolve over time, for patterns are seldom static. Patterns which represent knowledge have a completeness to them that information simply does not contain.



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# Waheckary – The Latest Trend

- Academia dominates the literature with an anthropology, social, culture focus. Other contemporary literature focuses on the use of technology to accelerate the sharing of information and collaboration.
- The focus of most contemporary discussions and efforts on the subject of KM is on the use of Web 2.0 (Enterprise 2.0) technology applications to facilitate random sharing of knowledge through “hyper-interaction.”
- Could be valuable for collaborations. Wikipedia.
- If used to create, browse, and search through information it’s a good thing - knowledge creation and transfer, however...



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# Let's Get Practical

- “What makes the difference between wishing and realizing our wishes? Lots of things of course, but the main one, I think, is whether we link our wishes to our active work.”

*Mr. Rogers – The World According to Mr. Rogers*

*(Success is not realized by what we want, think, or say,  
but rather by what we do!)*



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# Let's Get Practical

- “Better collaboration is not an end in itself; without an overarching business context, KM is meaningless at best and harmful at worst.”
  - Sunny Liu and Mary Parmelee – UNC, 2002
- Unless KM is done in the context of an organization strategic plan and a disciplined and well organized infrastructure and functionality, it's meaningless at best and harmful at worst



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# Benefits – Do We Really have to Explain This?

- What do you get from an education? – Knowledge!
- Is an education valuable? – Of course it is!
- The more you know, the more you can do...
- So, is it advantageous to a organization to “manage” an asset like knowledge? – Of course it is!
- What should you get from Knowledge Management?
  - Maximum performance
  - Maximum outcomes
  - Maximum benefits
- Competitive advantage – Innovation
- Succeed in changing environments and markets
- Retain intellectual capital



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# Types of Knowledge

Academia again:

- Propositional knowledge – declarative, descriptive,
- Apriori – obtained without observation
- Empirical knowledge – obtained through knowledge
- Inferential knowledge - based on reasoning from facts
- Tacit knowledge – sub-conscious knowledge
- Explicit knowledge – conscious knowledge

# Types of Knowledge

- Information – data, facts, ideas
- Knowledge – mental possession of information, understanding, and wisdom
- Understanding – the ability to apply knowledge to achieve certain outcomes
- Wisdom – understanding principles, meaning, why



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# Can You Manage Knowledge?

- *Drucker... scoffs at the notion of knowledge management. 'You can't manage knowledge,' he says. 'Knowledge is between two ears, and only between two ears.' To that extent, Drucker says it's really about what individual workers do with the knowledge they have. When employees leave a company, he says, their knowledge goes with them, no matter how much they've shared."*



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# Yes You Can

- Knowledge Management (KM) - a disciplined approach to maximizing the ability to use knowledge in achieving organization objectives.
- Knowledge Management System – a logical grouping and integration of related processes and systems that collectively facilitate the efficient, effective, and reliable management of knowledge.



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# Functions of a KM System

- Acquisition
- Screening
- Evaluation
- Assimilation
- Storage
- Access & Retrieval



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# Ways of Creating Knowledge

- Research and Development
- Experimentation
- System and Process design
- Continuous Process Improvement
- Risk Management
- Collaborations/Post Mortems
- Planning
- Experience
- Reasoning



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# Ways of Acquiring /Transferring Knowledge

- Self study
- Training
- Mentoring
- Coaching
- Consultation
- Discussions

# Types of Information

- Market
- Industry
- Economy
- Regulatory
- Technology
- Function/System



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# Sources of Information

- Internet
- Periodicals
- Books
- People
- Seminars
- Conferences
- workshops
- Industry organizations
- Regulatory agencies
- Industry information sources
- News agencies
- Consulting
- Etc.

Internal:

- Library
- Documentation



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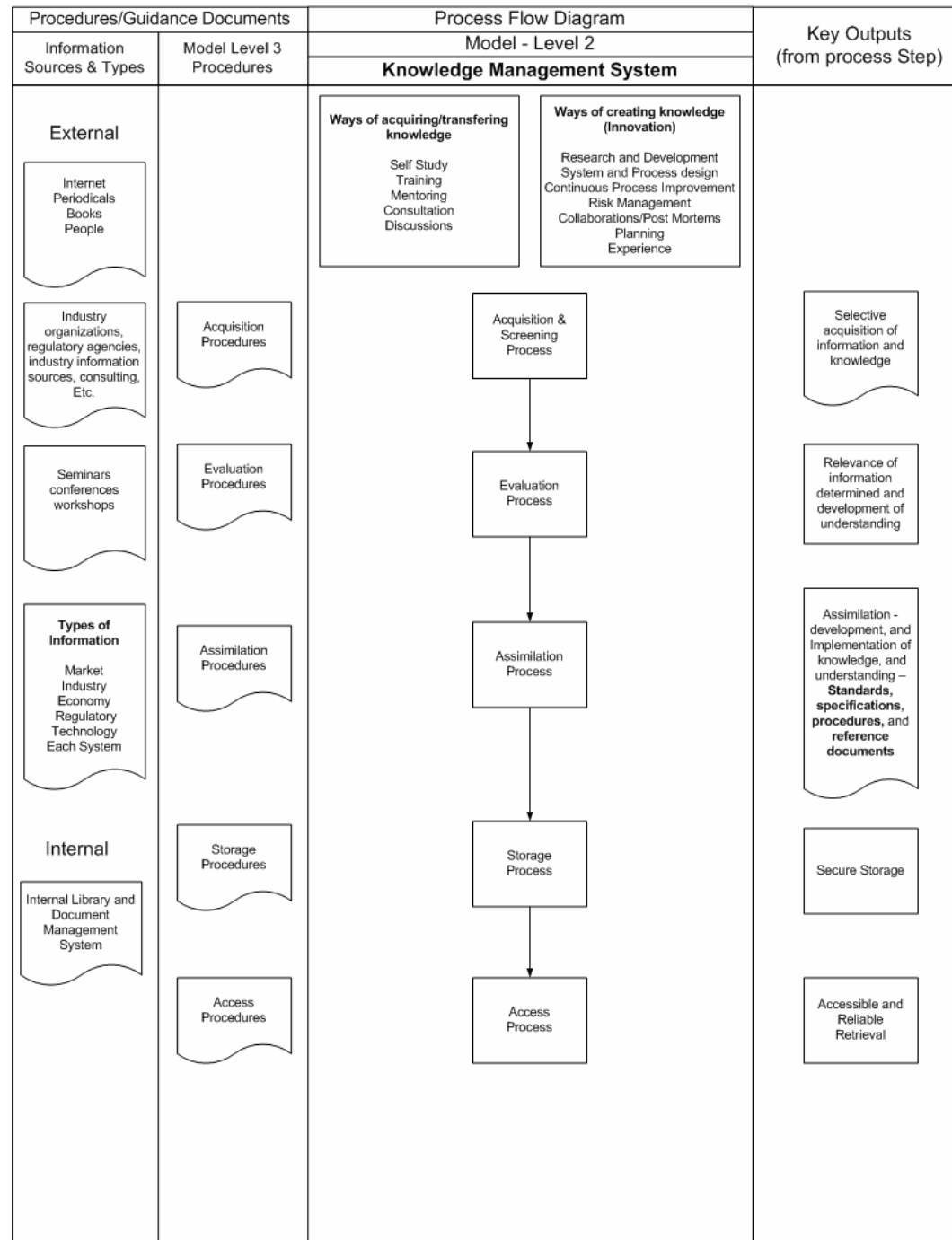
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# Assimilation

- Plans
- Drawings
- Process flow diagrams
- Procedures
- Methods
- Specifications
- Guidelines
- Templates

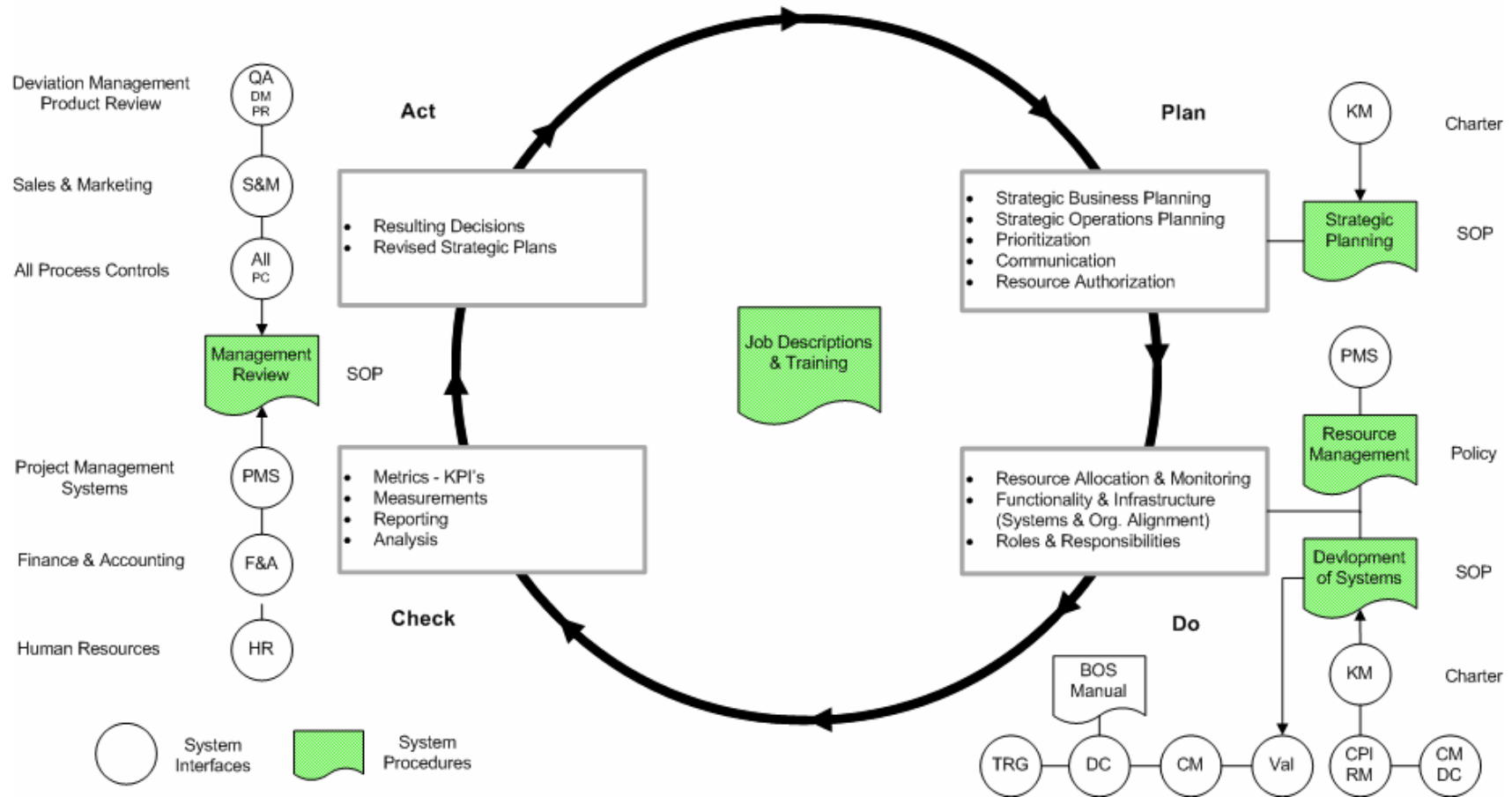


# The Knowledge Management System



# The "M" System - Delivered

## The Management System Cycle



Steady Steering



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# Making it Work

- Knowledge management theory perspectives versus practical perspectives
- A very important aspect of knowledge sharing is obtaining high-quality knowledge and in maintaining its excellence.
- Gaining the buy-in of knowledge users and encouraging knowledge sharing.
- Screening and Evaluating information effectively for relevance and assimilation
- Knowledge Management administrative functions. Functions that need to be provided include reviewing and maintaining knowledge, archiving appropriate knowledge, organizing knowledge etc.
- Of course, all the tools & Infrastructure will have to be maintained. Maintenance will include common network management functions, server maintenance, as well as administration of all the KM tools.
- Leadership development and learning organization are associated concepts and functions

Some content by Tom Finneran, Published: June 1, 1999



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# Tools

- Summary notes available at [www.qnet.mb.ca](http://www.qnet.mb.ca)
- Contact **Thomas Feyerabend**, President, MANAGEX at [tfeyerabend@managexconsulting.com](mailto:tfeyerabend@managexconsulting.com) and/or (816) 896-1030
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