



CCLFI Philippines

KM Talk at the Knowledge Cafe

Perusahaan Listrik Negara (PLN)
Jakarta, Indonesia

Dr. Serafin D. Talisayon
30 November 2009



Definitions of “Knowledge”

“Knowledge is information that changes something or somebody — either by becoming **grounds for action**, or by making an individual (or an institution) **capable of different or more effective action**.” — Peter F. Drucker, in: The New Realities



“Justified belief that increases an entity’s capacity for **effective action**.” — Ikujiro Nonaka, Organization Science 5(1):14-37 (1994).

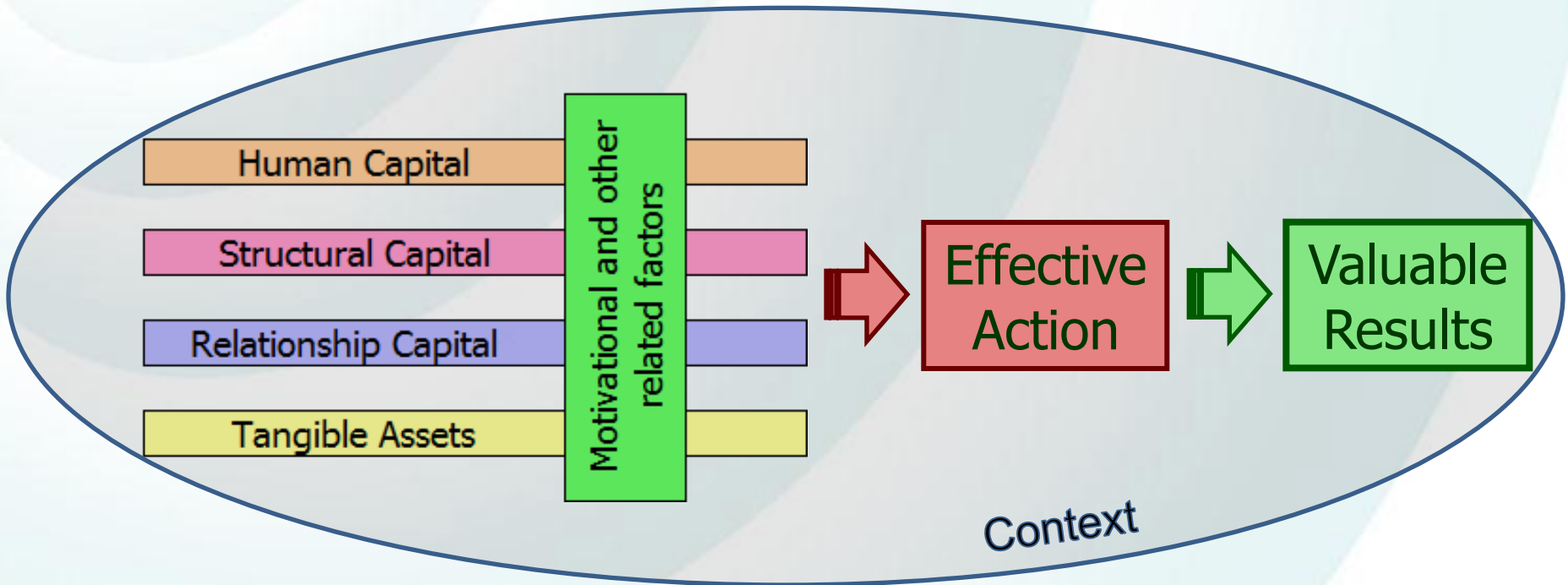


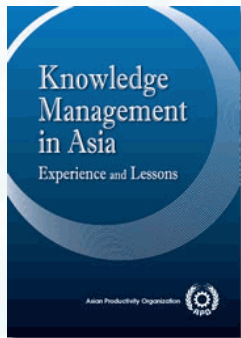
“I define knowledge as a **capacity to act**.”

— Karl-Erik Sveiby, in “The New Organizational Wealth: Managing & Measuring Knowledge-Based Assets”, 1997



KM Framework





22 case studies

- 13 private corporations
 - 6 government agencies
 - 3 NGOs
- in 9 Asian countries



CCLFI.Philippines



•21 case studies

- 9 NGOs
 - 7 government agencies
 - 5 development institutions
- in the Philippines

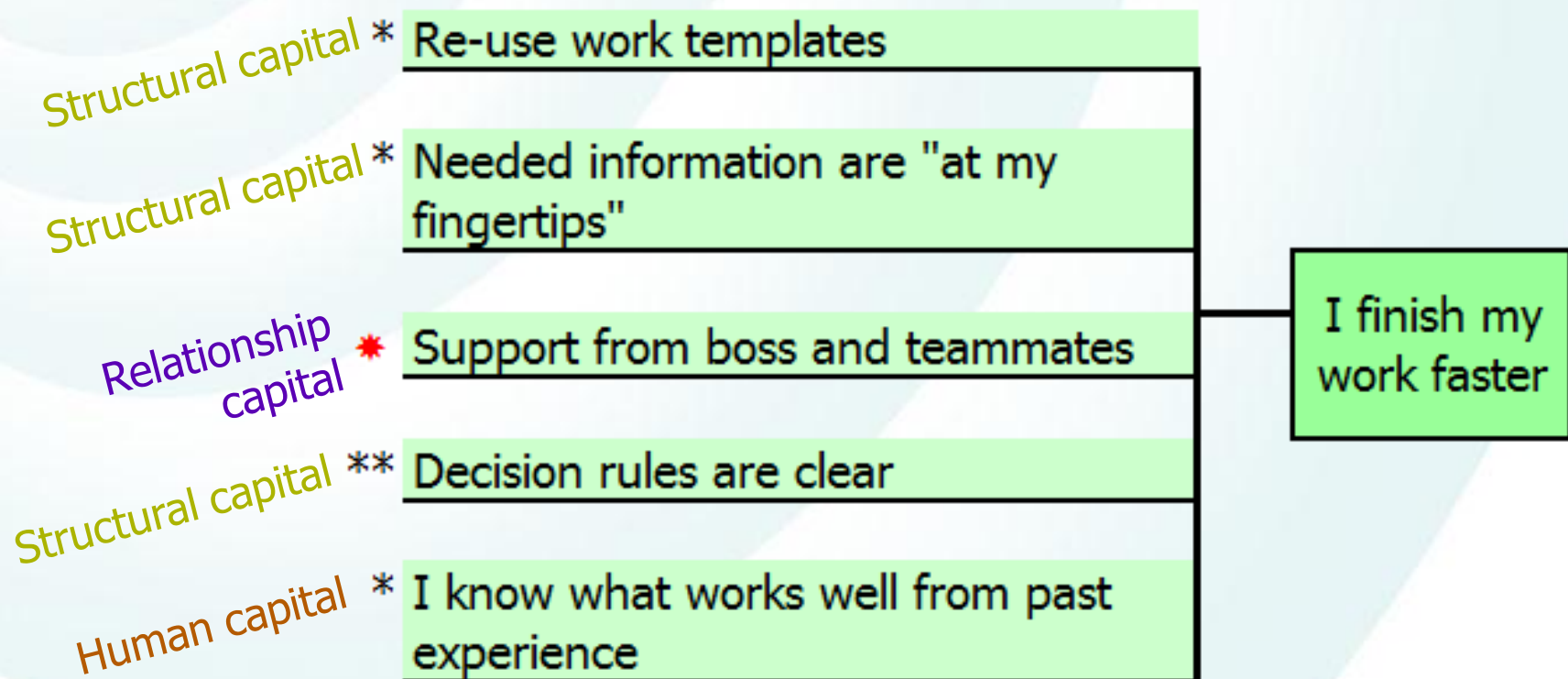


SUCCESS FACTORS IN KM: "ORGANIZATIONAL ENERGY"

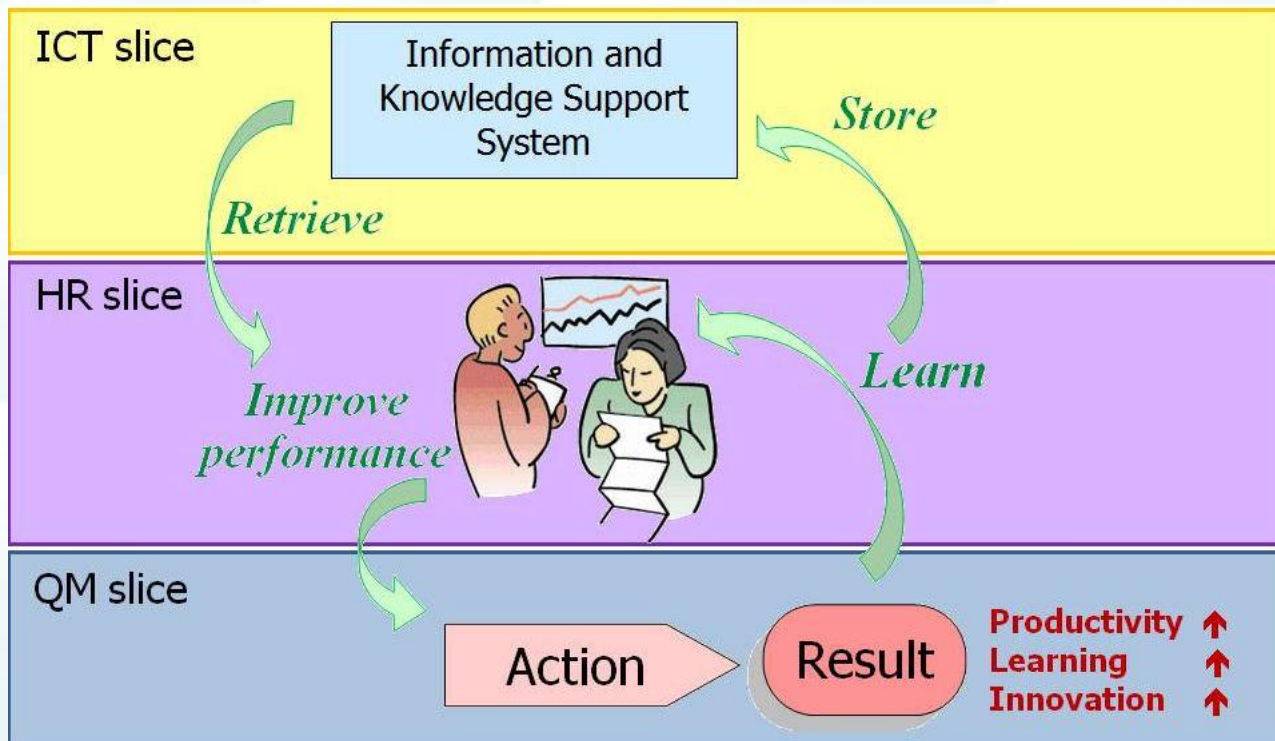
- ✓ Executive sponsorship
- ✓ Informal KM champion or formal KM position
- ✓ KM team which formulates KM strategy/program
- ✓ KM is linked to "high-gain"/"high-pain" points in the organization
- ✓ Training and internal communication on KM
- ✓ Internal budgetary commitment to KM

Knowledge Management
for Development Journal

KM Benefit for You - 1



KM Integrates Three Slices: ICT slice, HRD slice and QM slice



KM Benefit for You - 2

Relationship capital &
Structural capital **

Good feedback system from
internal/external customers

Human capital *

I have excellent skills for the work

Human capital *

I am well motivated

Structural capital *

I have an excellent model/examplar

Structural capital **

My work process is efficient and
effective

Quality of
my output is
excellent

KM Benefit for You - 3

Human capital

* Members share a common practice: their experiences and learning are potentially useful to each other

Structural capital

* "Knowledge pull" approach: network activities are driven by identified knowledge needs

Relationship capital

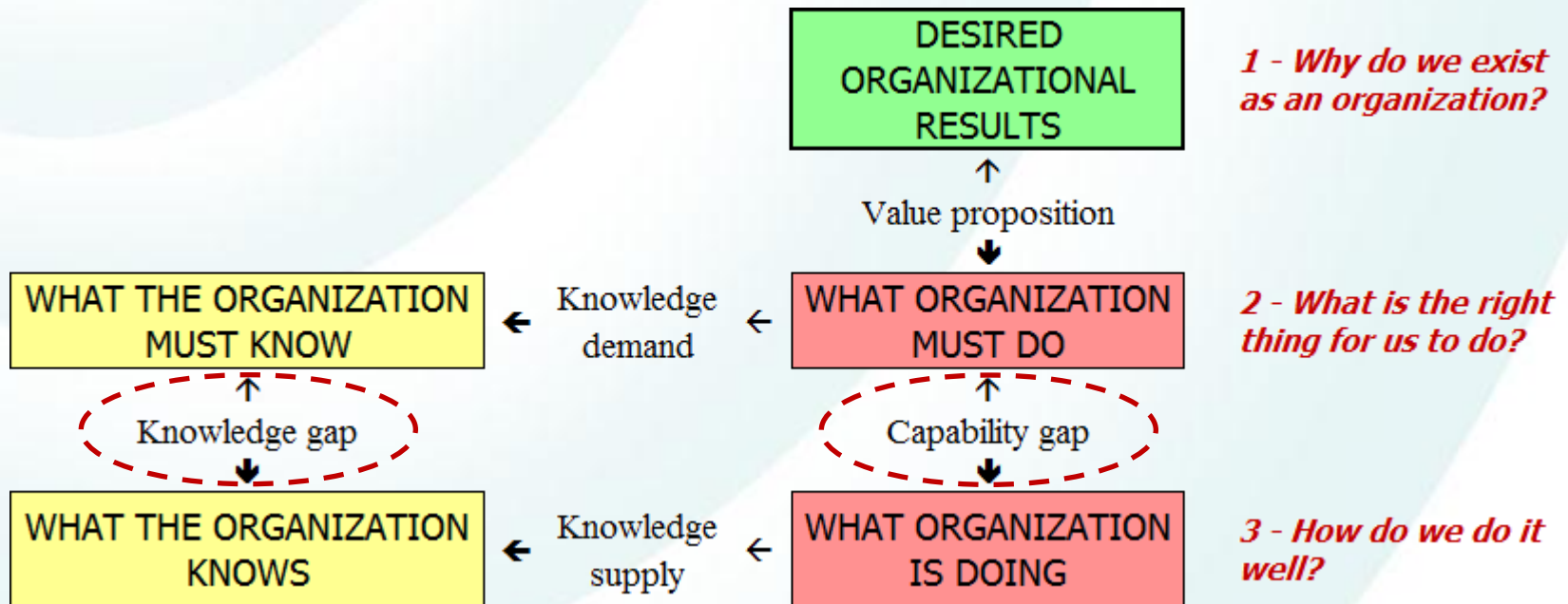
* Trust and goodwill among members: they are willing to share knowledge

Benefits from joining a network



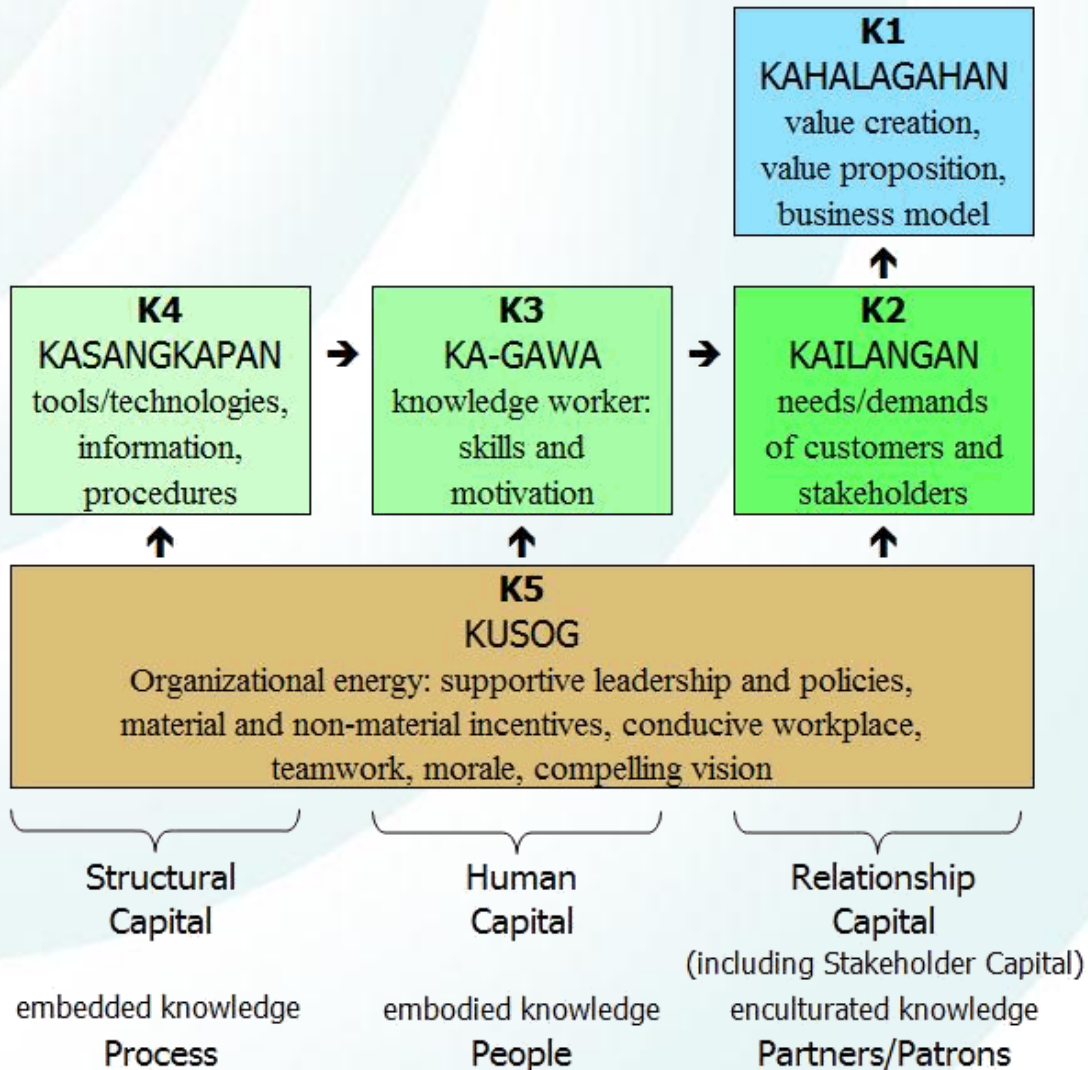
CCLFI Framework

Right Knowledge to Support Right Action



5K[©]

Basic Elements in Managing Knowledge Assets for Value Creation





Advantages of 5K[©]

FEATURES:

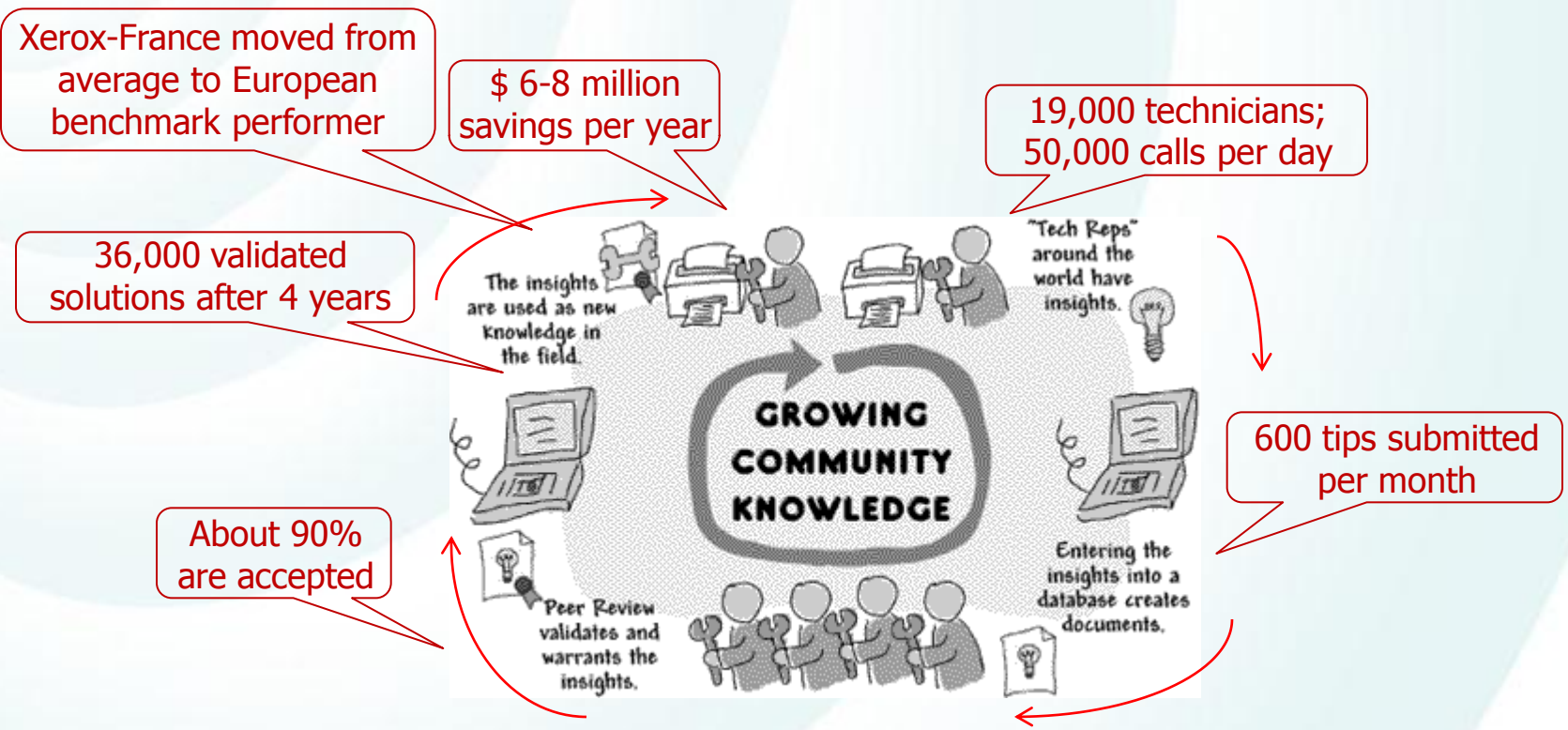
- Brings in customer-oriented tools in **Quality Management** as well as IT, HR and other tools to support the knowledge worker
- Brings in ready-to-use and simple but high-value **templates**
- **Coaching-mentoring** approach, both face-to-face and by email: “learning KM by doing KM”
- **Aligns** KM to business objectives
- “**Lean and mean**” KM

SUITED FOR:

- Smart organizations which go for **cost-effective** or “**lean and mean**” KM
- **New or evolving** organizations still improvising their business processes
- **Agile** organizations which want flexible and adaptable KM
- Organizations with **multi-tasking** staff



Examples of KM



Flow of Knowledge Across **Eureka System** of Xerox

Sources: "Eureka: Wissensmanagement im technischen Kundendienst bei Xerox" ((Knowledge management among customer service technicians of Xerox) by Andreas Reininghaus, Harald Minrath (http://www.symposion.de/wm-ph/wm-ph_05.htm) and "Eureka! Xerox Has Found It" by Steve Barth (<http://choo.fis.utoronto.ca/mgt/KM.xeroxCase.html>)




Insights

Benefit for many is derived when –


- Useful knowledge from one is shared with colleagues in an organization or network
- There is a way to collect and validate useful knowledge
- There is a knowledge repository
- Needed knowledge can be searched and re-used



Center for Army Lessons Learned (US Army)



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(Courtesy Army Images)
Last Updated: Sep 7, 2007 (dmm)

When war does come, my advice is to draw the sword and throw away the scabbard. *Stonewall Jackson*

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Explicit group knowledge



Accessing explicit knowledge to plan practice

Group reflection to convert tacit to explicit knowledge



Learn before



Learn after

Learning-in-Action

Gaining individual tacit knowledge from practice



Learning during



Insights

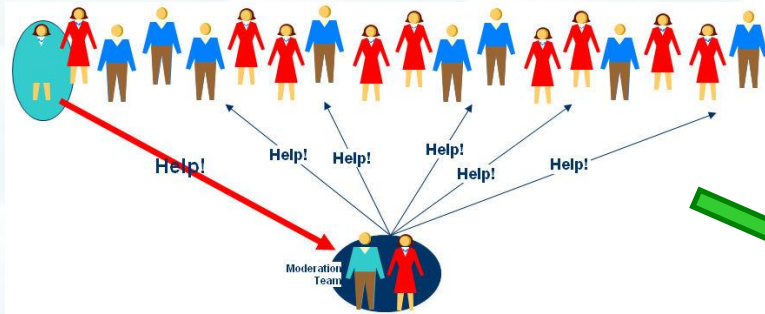
Benefit for many is derived when –

- Individual and team “learning while doing” is captured and documented into actionable lessons immediately after an action/project (“learning after doing”) before it is forgotten
- The actionable lessons are stored in a searchable knowledge repository
- Other individuals/teams that will do similar actions/projects can access (“learning before”) and re-use knowledge from the repository

Solutions Exchange (UN development workers in India)

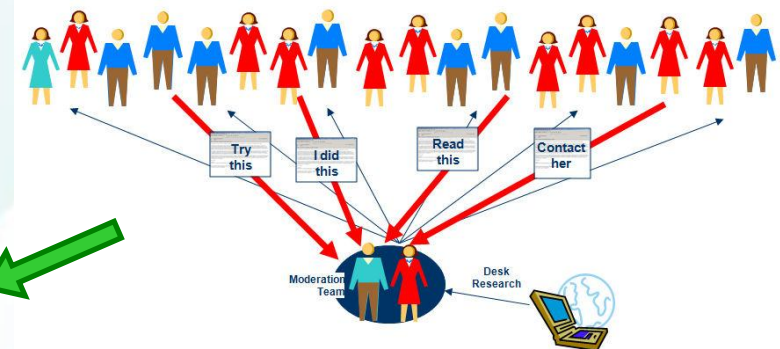
1

A Member sends a query to the CoP (Day 1)



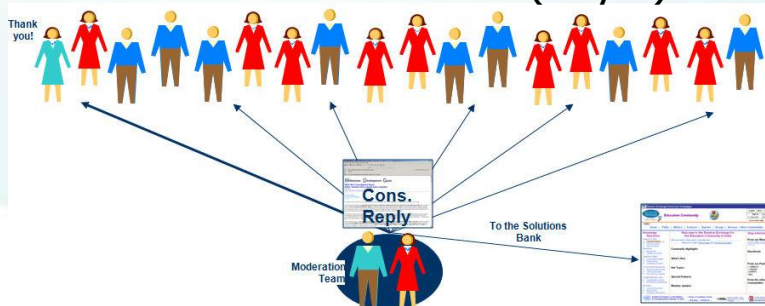
2

CoP colleagues offer solutions (Days 2-7)



3

Consolidated reply is prepared, sent to Member and archived (Day 8)



Figures are from Gopi N. Ghosh: "Knowledge Management in Food and Nutrition Community in India: U.N.'s New KM Initiative." 2008, New Delhi



Insights

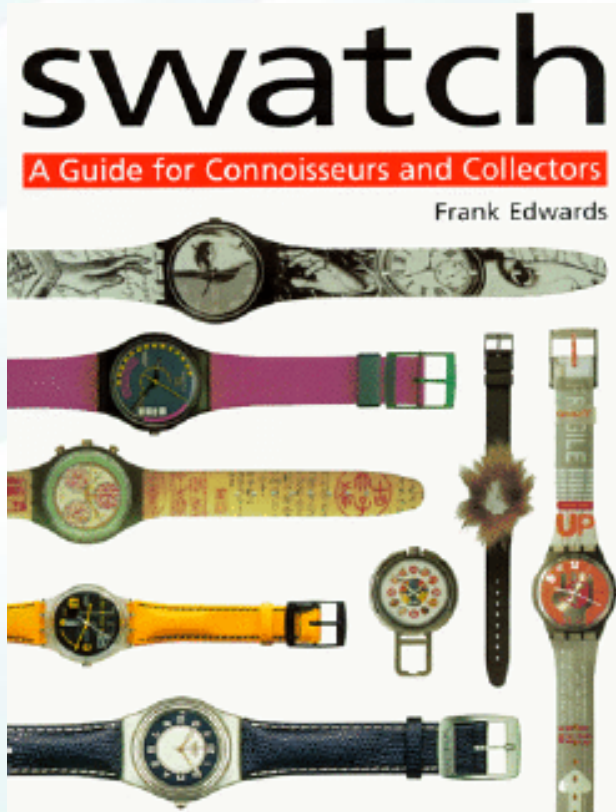
Benefit for many is derived when –

- Knowledge sharing is problem-driven
- There is a way to “connect the brains” of people doing similar things (=Community of Practice or CoP) so that they can benefit from each other’s collective experiences of what works and what does not work
- Every CoP member is willing to share experiences, particularly solutions to problems
- Every CoP member has access to the Internet



Swatch etc.

Innovating Business Models



Fashion & distinction
(NOT timepieces)

Japanese
digital
watches

Technological change

Innovate business model

old Swiss watches



Reinvented Business Models

Swatch	NOT merely timepieces → fashion, distinction
Rolex	NOT merely timepieces → jewelry, prestige
Disney	NOT movies → world of imagination
Club Med	NOT a resort → rediscovering one's self
Sony	NOT merely appliances → novelty
Ferrari	NOT merely sports cars → dream
Harley Davidson	NOT merely motorcycles → youth, machismo



Innovation: A Matter of Excellence

*“Dreamketing is touching the client’s dream and **promoting the dream**, not the product” – Gian Luigi Longinotti-Buitoni, CEO of Ferrari-North America*

“What we sell is the ability for a 43-year old accountant to dress in black leather, ride through small towns and have people be afraid of him” – a Harley-Davidson executive

*“Club Med is more than just a ‘resort’; it’s a means of rediscovering oneself, of **inventing an entirely new ‘me’**.” – Jean-Marie Dru*



Insights

Benefit is derived, or business losses averted if –

- A business model is innovated that responds to current or emerging market demand
- Business executives are able “to get out of a common mental box” ahead of other companies
- Key is deeper understanding of the customer: customer delight (not just customer satisfaction)
- Customer process management >> business process management



Thank you

serafintalisayon@gmail.com

serafin.talisayon@cclfi.org

+63.920.908.0329

Welcome to my KM weblog:

<http://apintalisayon.wordpress.com>

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