



# Keynote

## How do we know, what we know?

or

### Knowledge Management Challenges in Industry

Dirk Malzahn

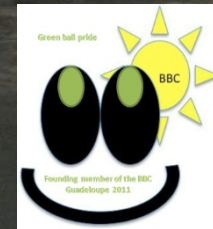
OrgaTech GmbH, Germany



# The morning after...

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# No academics inside!



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- THIS IS AN INDUSTRIAL PRESENTATION



- Please do not expect academic standards



- Please do not expect an academic structure



- My world might be different from your world



- ENJOY



# AGENDA



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- **Current status of Industry**
- Some examples
- What to do?
- All lost?



# If we knew, what we know...



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## The knowledge management of most industry companies is immature

### ***Mack the knife***

*And the shark, it has teeth,  
And it wears them in its face.  
And Macheath, he has a knife,  
But the knife one doesn't see.*

### **Where they really are**

I know

I know somebody who knows

I know somebody who can tell me where I can get what I want to know

### **Where they should be**

(and sometimes think they are)

I know where I can get what I need to know

We know where we can get what we need to know

# If we knew what we know



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- Only few companies have a clear picture of their knowledge
- Knowledge Management is often focused on today's problem
- There is no sustainability approach in place for knowledge
- Industry companies do not have an appropriate overview of their knowledge
- Learning and Knowledge Management is either performed by a "global" approach or by personal preferences of the knowledge manager



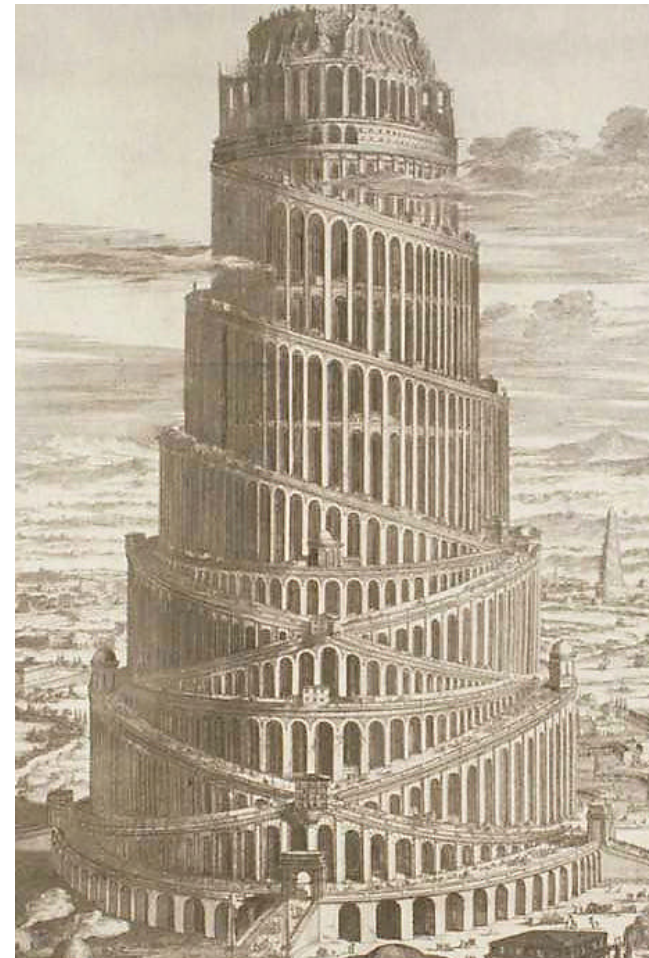
# Still sitting in the Ivory Tower?



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- Knowledge Management is often seen as something from the “ivory tower”
  - Academic
  - Not generally applicable
  - No clear benefits case
  - Too complex for day to day work
- Knowledge Management is an academic approach, finding its way to industry, but has not been fully absorbed
- Paper ratio (academic / industry background)
  - Eknow 21:7
  - eLmL 14:7



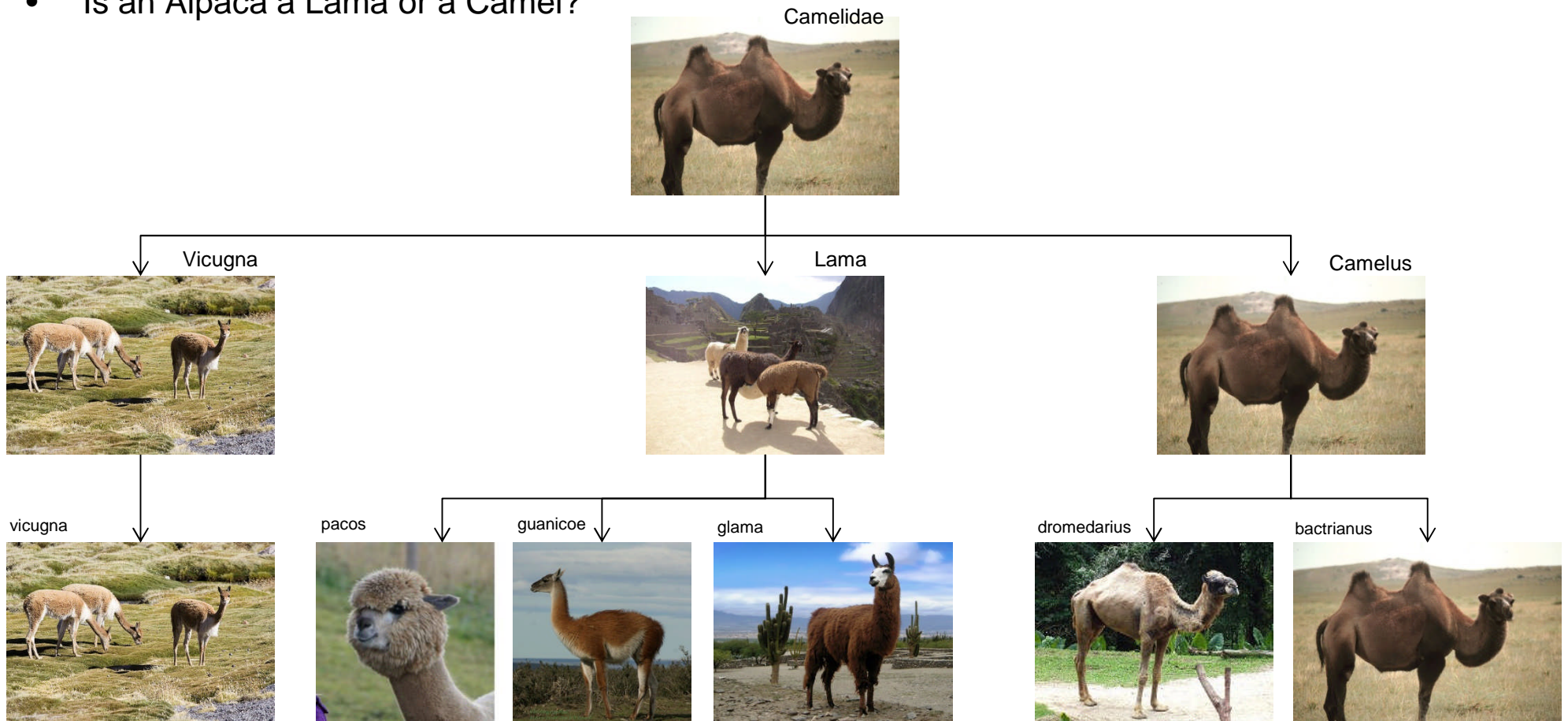
# Manage knowledge on appropriate level



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- Is an Alpaca a Lama or a Camel?





# Campaigning with Quality Assurance

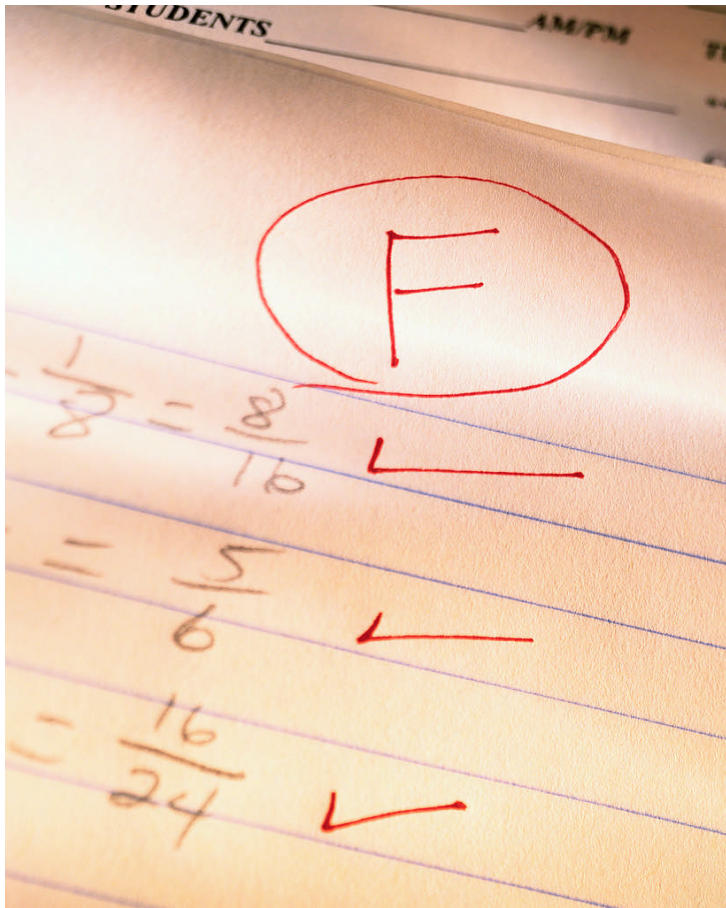
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- In industry Knowledge Management is often combined with Quality Assurance
- It is not recognized that QA and KM might have completely different points of view
- QA measures against defined processes, procedures and rules
- KM defines the basis for setting up the rules
- How can I measure something, required to set up my measures and metrics?



# Lying with Lessons Learned

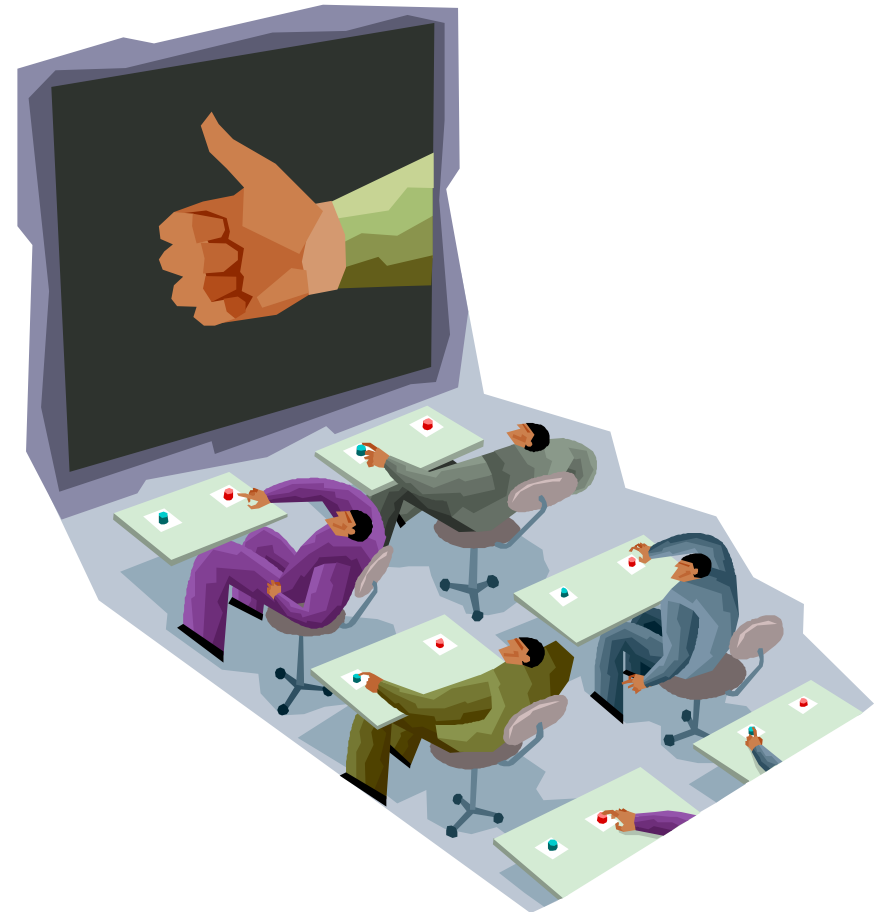


- Knowledge Management is often reduced to Lessons Learned
- Lessons Learned are collected on project or programme level
- Lessons Learned are always evaluated based on the latest events and findings
- An approach, to derive knowledge from Lessons Learned, is missing
- Lessons Learned are often a “fig leaf” (has to be done...) but not understood as an aid for the company

# Trainers tick the box



- Training is performed on current needs
- Seldom training is used to deliver basic knowledge
  - What does an employee need to know, to do his job?     **vs.**
  - What does an employee need to know to add benefit to the company?
- Training usually is properly planned, performed against plan, delivered and participation is recorded,
- BUT WHAT HAPPENS NEXT?
- How are **progress** and **benefits** measured?

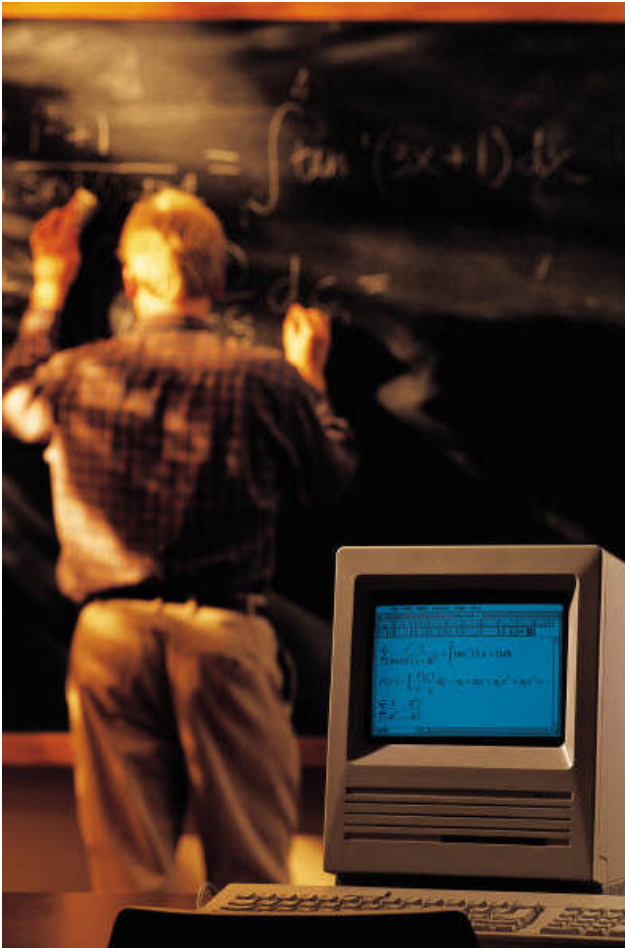


# The eLearning Myth



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- In industry, eLearning is a tool approach, not a management approach
- eLearning is used to reduce the effort of trainers, not to extend the knowledge of employees
- eLearning allows companies to fulfil their responsibilities in the easiest way
- Focus is not knowledge improvement, but evidence that employees have been informed



# AGENDA



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- Current status of Industry
- **Some examples**
- What to do?
- All lost?



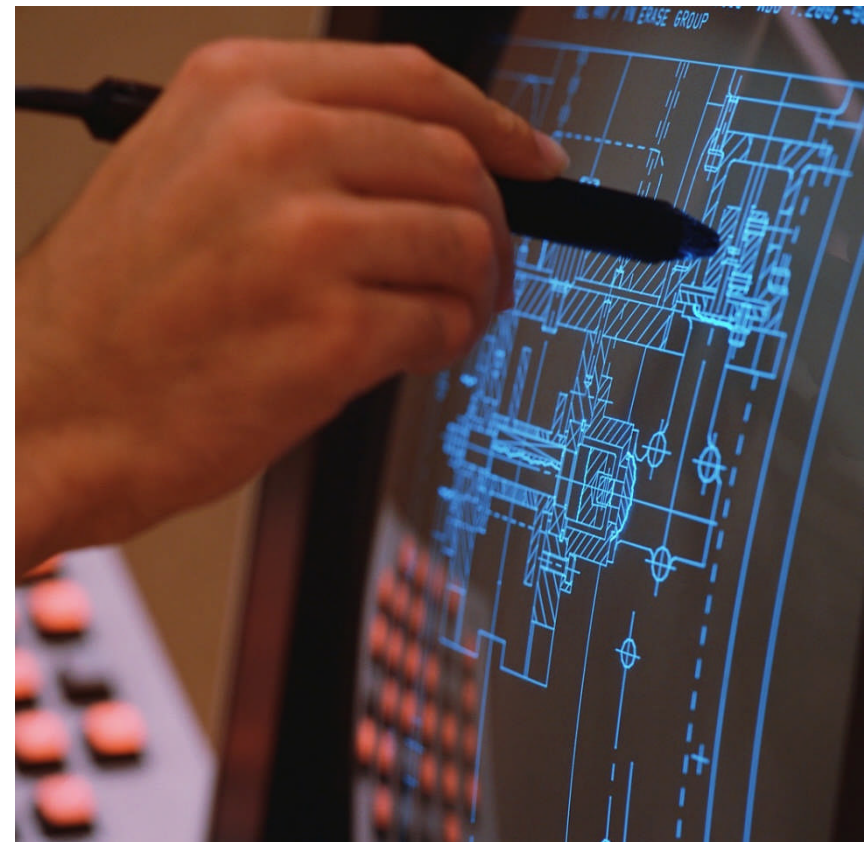
# “No need to change, why should I?”



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- In a large chemical company, it has been recognized, that the Standard Service Catalogues (SSC) are too complex
- To help employees reducing the complexity of their SSC
  - An analysis of the SSC content has been performed
  - Rules for SSC simplification have been defined
  - Employees have been trained in SSC complexity reduction
  - A complexity reduction tool has been provided to the employees
  - The reasons for change have not been communicated
- After 12 months, complexity of SSC has increased!



# Have they learned their Lessons Learned?

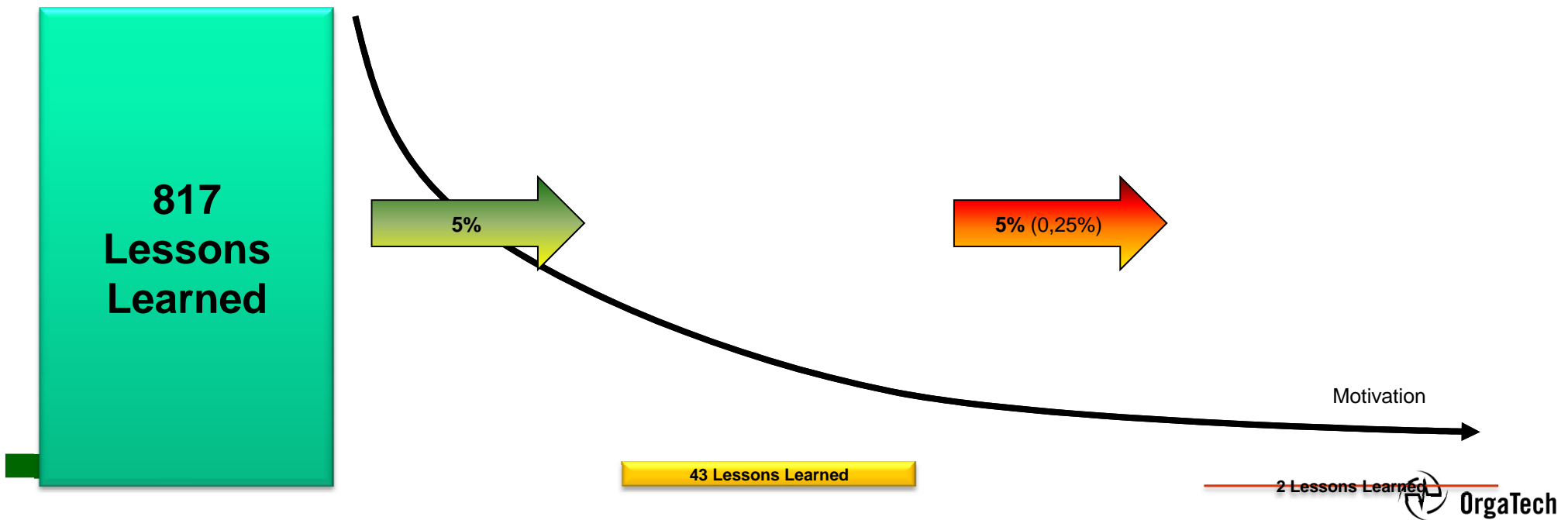


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## Major Programme, 27 projects



# Is a Code of Conduct or Onboarding important?



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- eLearning Tool
- “Should not take longer than 60 minutes”
- “Should not take longer than 30 minutes”
- Videos between 2 and 5 minutes
- Standard test
- Average time till test has been passed
  - 19.5 minutes
  - 10.5 minutes
- Due to
  - “creative” usage of eLearning tool
  - Answer list on the intranet





# How is knowledge delivered?



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# AGENDA



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- Current status of Industry
- Some examples
- **What to do?**
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# Trust



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- Knowledge Management requires TRUST
- Managers have to trust in their employees capabilities
- Employees have to trust in the companies will to change
- Employees have to understand that knowledge sharing is appreciated
- Employees have to understand that required knowledge is provided, collected, used and improved



## Reduce the noise



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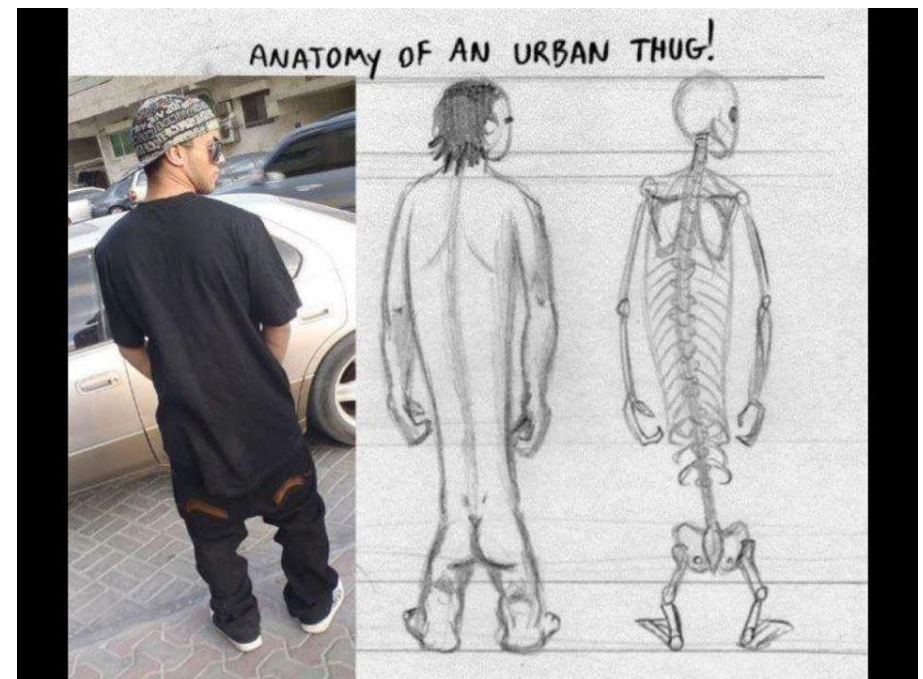
- Knowledge has to be collected and provided on the right level of detail
- Too much knowledge leads to “noise”. If a company does not understand what their essential knowledge is, how can they manage this knowledge?
- If companies do not provide sufficient knowledge, how can they expect that employees deliver the best results?



# Insight!



- Knowledge has to be trustworthy
- Knowledge is based on evidence, not based on guessing
- Guessing leads to non-evaluated knowledge, ending in wrong decision
- To deliver good Knowledge Management, insight into knowledge and its base has to be reached
- Knowledge has to be stripped to the bone (but please to the right...)



# What's the knowledge behind knowledge?

- Often there is more knowledge than the obvious
- Even though high level knowledge is provided, it is not sufficient to fulfil the users need
- Good Knowledge Management looks after the “back story”
  - What do I need to know, to use this knowledge?
  - Are there any rules that have to be followed?
  - Under which circumstances has this knowledge already been used?
  - Are there “ceremonies” / “politics” around this knowledge?

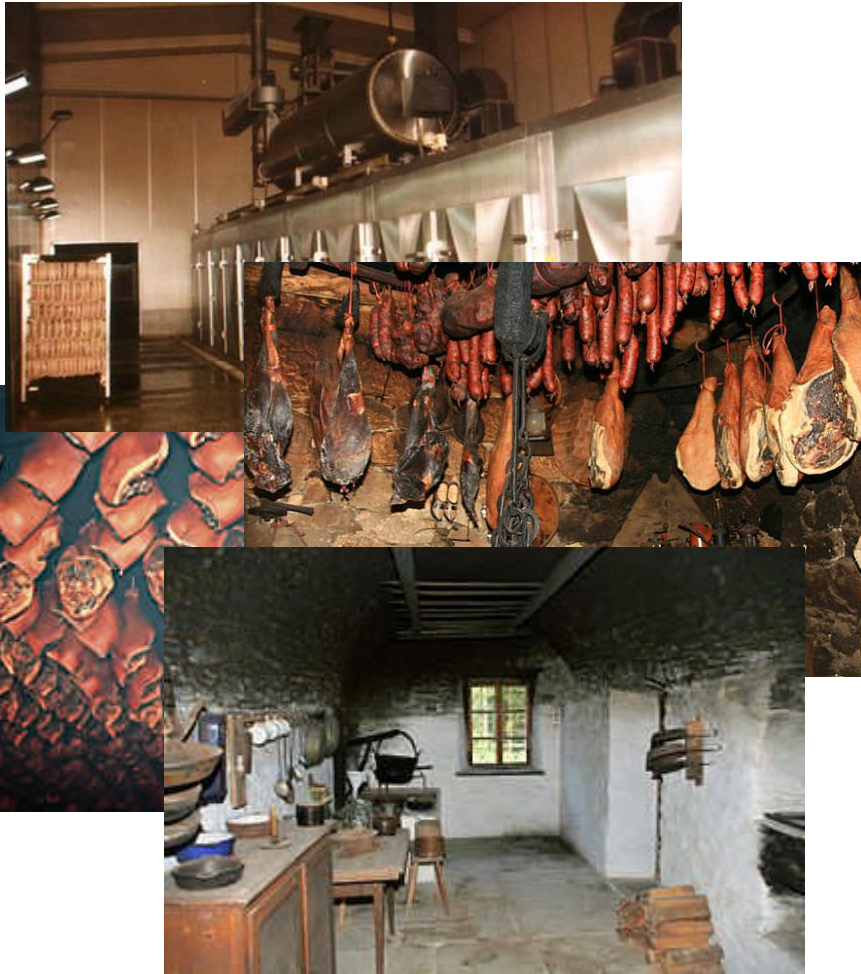


# What is the right way for you?



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- Often there is more than one way to elicit, collect, document, evaluate and provide knowledge
- What do I need for my company?
- What do I need for my employees?
- What do I need for my management?
- What do I need compared to my competitors?
- What do I need to reach my benchmark?



# Tools



- What are the right Knowledge Management Tools?
- Elicit knowledge
- Collect knowledge
- Document knowledge
- Evaluate knowledge
- Provide knowledge
- **Measure progress**





# Who is in and who is out?



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- Silverbacks are typically more than 12 years of age
- named for the distinctive patch of silver hair on their back which comes with **maturity**
- have large canine teeth which also come with **maturity**
- Without a silverback to **protect** them, the infants will likely fall victim to infanticide
- The silverback is the **center** of the troop's attention, making all the **decisions**, **mediating** conflicts, determining the movements of the group, **leading** the others to feeding sites and **taking responsibility** for the safety and well-being of the troop



# Doing the right things right – what is the strategy?



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- In lots of companies, Knowledge Management is a buzz word
- *They know that they need it, but don't know how to use or facilitate it*
- Most companies are lacking a strategy, how Knowledge Management should be managed
- *Somebody has to lead the path from small and simple to big and beautiful*
- How much failure is allowed? (*before I do something wrong, I don't do anything at all*)



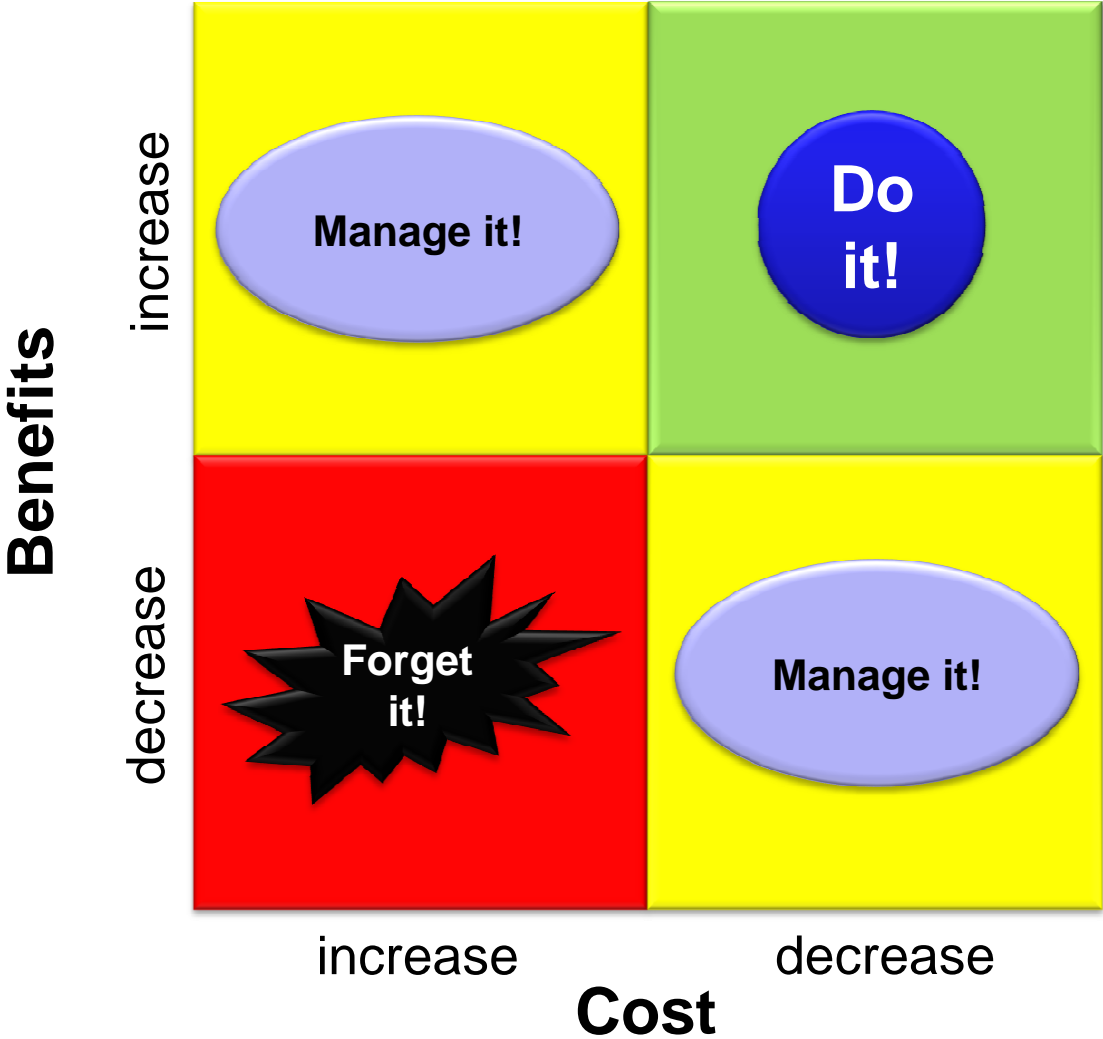
# Benefits!



- Every company needs a clear and well defined approach, how knowledge has to be managed
  - What are the goals?
  - What are the benefits?
  - What are the costs?
  - What are the work packages to reach Knowledge Management?
- **Knowledge Management implementation is a benefits driven project!**



# Benefits!



# AGENDA



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- Current status of Industry
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# What is important?



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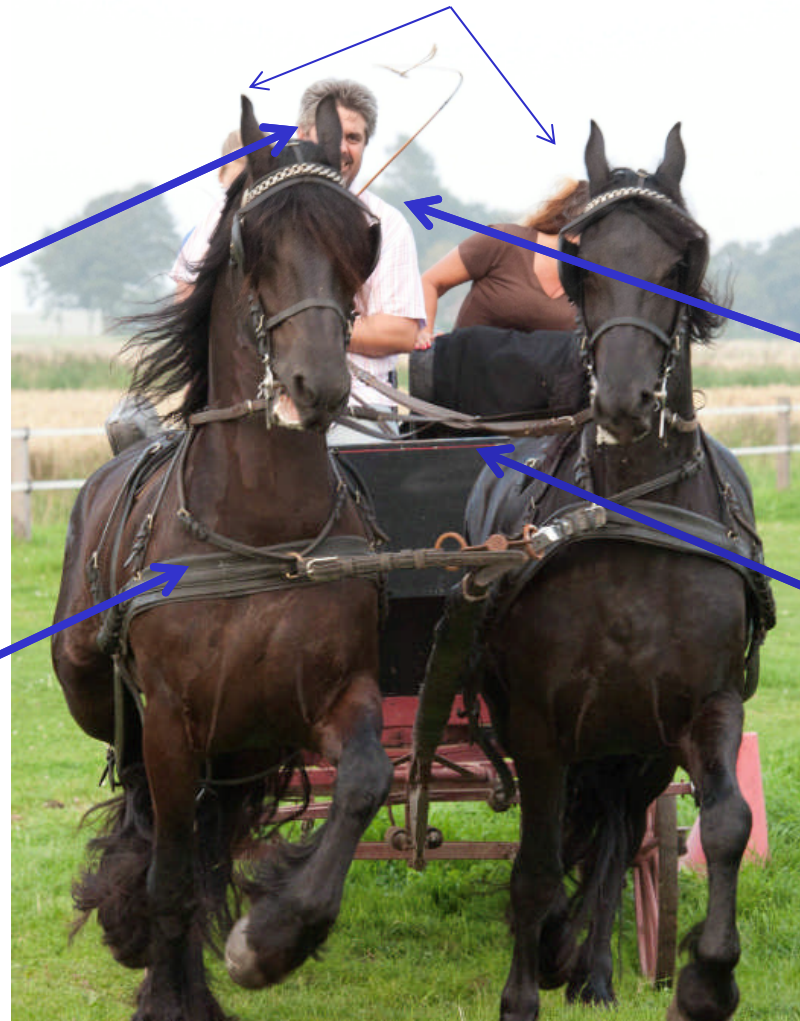
The blondes are nice, but not required!

**Stick with it!**

**Use the whip with consideration!**

**Allow them to run!**

**Keep contact!  
But don't hurt!**



# Big Bang Theory



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- What is the best approach to implement Knowledge Management in my company?
  - Slowly and stepwise? – don't overstrain the employees
  - Big Bang? – make an impression, show that it is important!
  - Am I mature enough for a Big Bang?
  - Am I patient enough for a slow and stepwise implementation?
- There is no silver bullet for the implementation of Knowledge Management. As in each major project, goals have to be defined at the beginning!



# A new Management Discipline?

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- Knowledge Management deserves the status of an own Management Discipline
- It is neither part of project management nor of change management, training, or process improvement
- Each major activity should have knowledge management as product or process attribute
  - Which existing knowledge is reused?
  - Which knowledge is added to the knowledge base?
- There is no result without learning
- There is no learning without knowledge





# A new discipline for managers



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- Managers have to share their knowledge
- Manager incentives should be based on company knowledge enhancement (at least partially).
- Usual incentive models are based on short term benefits (in time project completion, sales increase of the last 12 months...)
- A knowledge based incentive model looks for long term improvements
- This is only possible, if benefits from Knowledge Management are measured (=> **visit the eLmL and eKNOW Panel tonight!**)



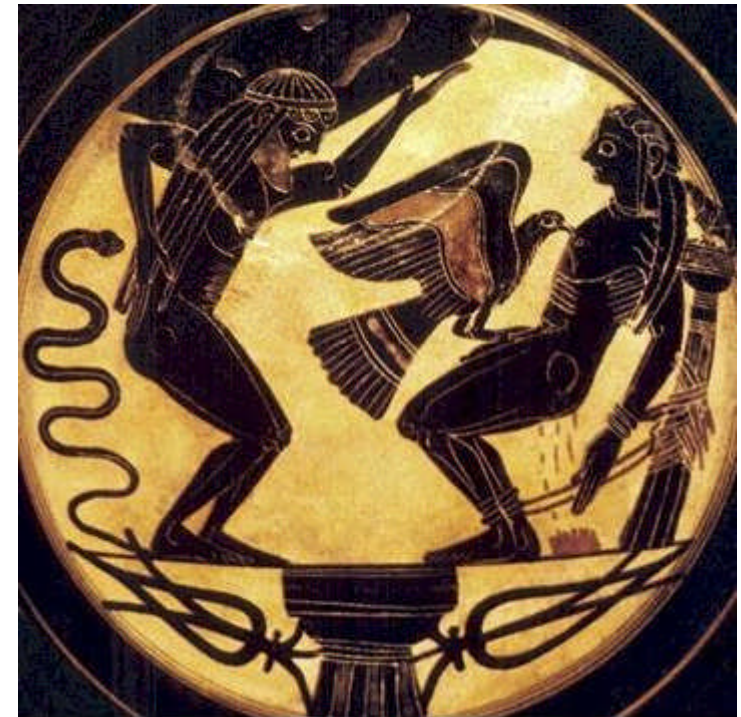
# Does KM go south?



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- Knowledge Management is a hot potato in most companies – there is a risk that it gets burned!
- If Knowledge Management is used as management “fig leaf”, it will degenerate to a YAM
- To allow proper Knowledge Management, there has to be a benefits case
- A benefits case can only be defined if metrics are in place to measure the current status of Knowledge Management and progress against the baseline



While yet a child  
And ignorant of life,  
I turned my wandering gaze  
Up tow'rd the sun, as if with him  
There were an ear to hear my wailings,  
A heart, like mine,  
To feel compassion for distress.  
(Prometheus, J.W. von Goethe)

