

Knowledge Management

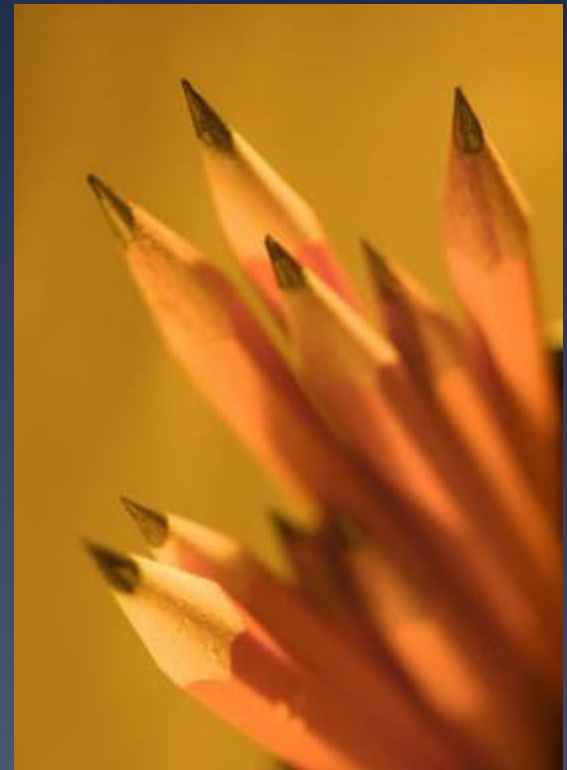
A social learning
perspective



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Outline

- * What is knowledge management?
- * The social learning perspective
- * Knowledge enabling environments
- * Communities of practice
- * Shared leadership
- * The informal approach
- * Role of technology
- * Benefits



What is knowledge management?

- * Practices used by organisations to identify, create, represent, distribute and enable adoption of what it knows, and how it knows it.
- * The attempt to secure the experience as well as the work product of individuals within an organisation.

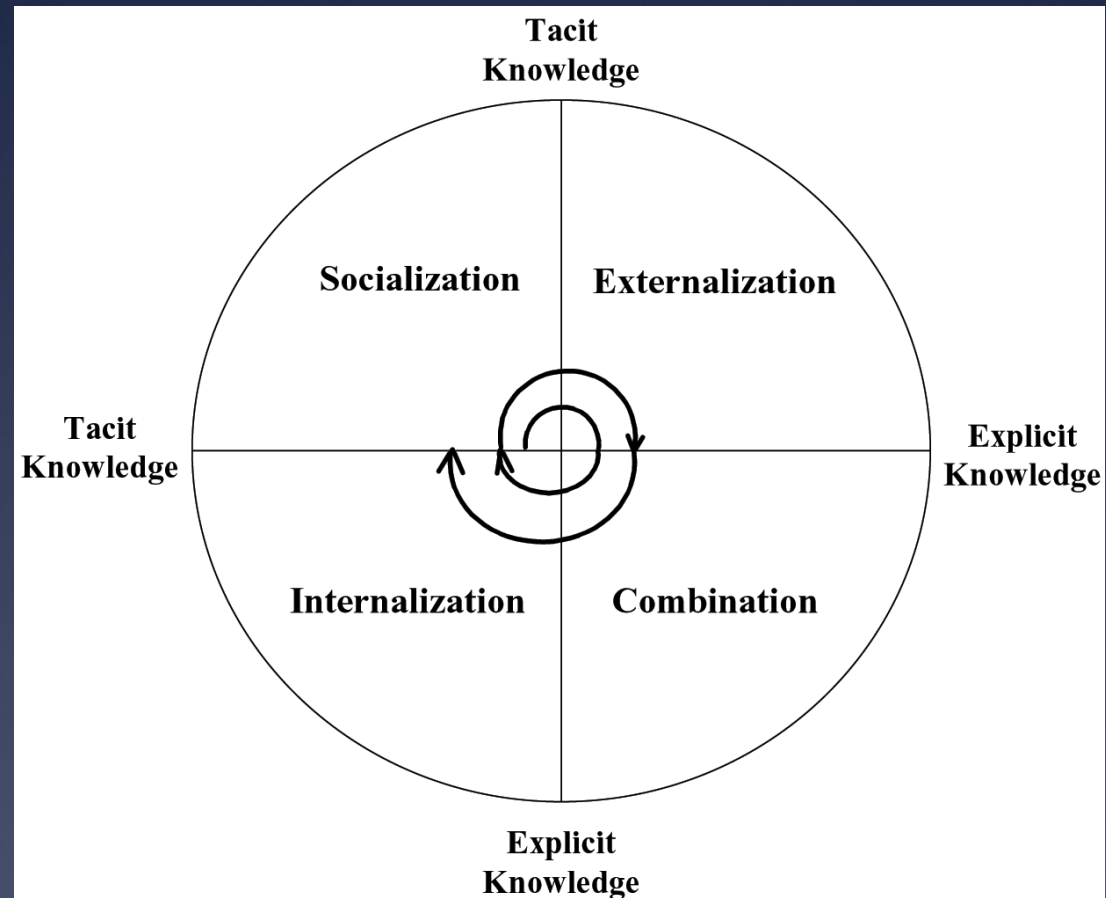


The social learning perspective

- * Organisations as communities: knowledge is acquired and understood through action, interaction and sharing with others
- * 2 key areas: knowing what you know and knowledge for innovation
- * Creating opportunities for knowledge creation, cultivation, sharing and transfer



A little bit of theory....



Nonaka's SECI model (1991)

Knowledge enabling environments

- * A knowledge vision
- * Create of formal and informal learning opportunities
- * Cultivate community, collaboration, communication and leadership
- * Require effective ICT infrastructure



Communities of practice

- * Group of people who are 'informally bound together by shared expertise and passion for joint enterprise'
- * Focuses on knowledge sharing
- * Experiential learning
- * Innovation and problem solving
- * Socialising – with an agenda
- * Community building & organisational participation
- * Example: NMIT Teaching and Learning Excellence Project



Shared leadership

- * 'Bottom up' approach to leadership
- * Boundary crossing teams – with authority
- * Provides mentoring and succession planning options
- * Examples:
King Library, San Jose State University, California; NMIT Visual Arts teachers



Creating the informal

- * Create opportunities for socialising and discussion
- * Community building
- * The power of food!
- * Example: Lovell Chen



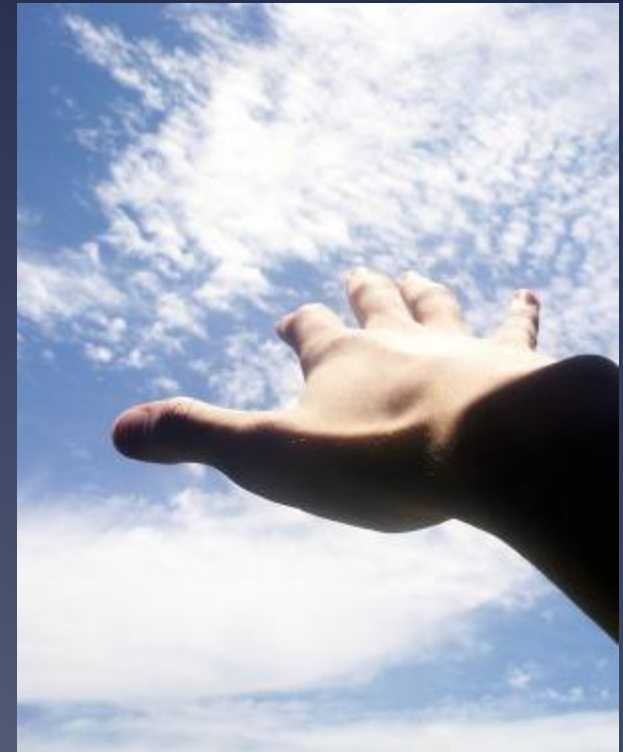
Role of technology

- * Support role – does not replace face to face
- * Capturing knowledge
- * Allows sharing, conversing and creating across time and space
- * Allows a 'local' experience to become 'global'



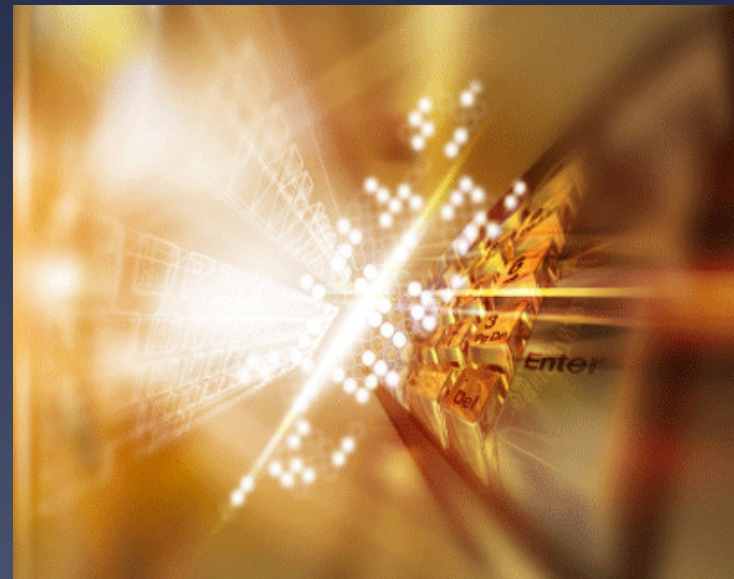
Benefits

- * Organisational learning
- * Continuous improvement
- * Workplace information literacy
- * Change management
- * Workplace engagement
- * Organisational innovation / invigoration
- * Generation Y expectations



The future

- * KM is a growing industry
- * More frequent staff turnover
- * More rapid global and technological changes
- * The social workplace



Thankyou



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Images

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- * Slide 5: Li, Meng & Gao Fei 2003, Why Nonaka highlights tacit knowledge: a critical review, *Journal of Knowledge Management*, vol. 7, iss. 4, pp. 6-14.
- * Slide 6: CNIK IT Consultancy & Services 2008, *What is knowledge?*, CNIK IT Consultancy & Services, retrieved 11 September 2008, www.cnik.co.uk/knowledge/knowledge.htm
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- * Slide 9: World Food and Wine 2006, *World food and wine: the foundation*, World Food and Wine, retrieved 11 September 2008, <http://www.world-food-and-wine.com/>
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