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Knowledge Management 101: What Goes in Does Not Necessarily Come Out

Practical Ways to Enable Knowledge Digestion within the Organization

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Agenda for Discussion

1. Overview of the problem
 - **Knowledge digestion** and why it matters
2. Building a framework for understanding
 - What is knowledge and how does it exist within an organization?
 - Why do folks behave as they do?
3. Practical suggestions for addressing the issue
 - Getting the right mindset
 - Tools which can help the process
4. Where we go from here

1. Problem Overview 2. Framework 3. Practical Suggestions 4. From Here

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What's the Problem?


The nature of our workforce

- According to the U.S. Bureau of Labor Statistics:
 - Increase of 19 million jobs by the end of 2014
 - Approximately 36 million people will leave the workforce by 2014
 - What impact will retirement have on your organization?
 - An older workforce - 65 'aint what it used to be...
 - Maturation of the way in which knowledge is stored and distributed

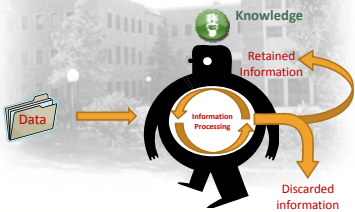
The use of technology

- Advantage – allows us to work with a HUGE amount of information (storage, processing and retrieval simplified)
- Disadvantage – allows us to work with a HUGE amount of information (information overload, bounded rationality)


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Knowledge Digestion 

Digestion - “the organic process by which food is converted into substances that can be absorbed into the body”



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A Framework for Encouraging Knowledge Digestion 


Concerning knowledge

- How does it exist within an organization?
- How is it passed from individuals to the organization (and back)?
- How can KM initiatives ensure that a productive knowledge flow exists within the organization?

Concerning behavior

- What drives human behavior?
- How can KM initiatives accentuate these drivers to encourage knowledge digestion?

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The Organizational Knowledge Creation Process 

- Two dimensions as proposed by Nonaka (1994)
 - Knowledge Type
 - Explicit – “knowledge that is transmittable in formal, systematic language”
 - Tacit – knowledge that is embedded within the mind of an individual and thus is “sticky”, or difficult to verbalize and transfer
 - Knowledge Level
 - Individual
 - Group
 - Organizational
 - Inter-organizational

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The Spiral of Knowledge within an Organization

From p. 19 of Nonaka, I. "A dynamic theory of organizational knowledge creation," *Organization Science* (5:1) 1994, pp 14-37.

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A Holistic View of Individual Behavior

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Graphical view of the Theory of Planned Behavior
diagram taken from <http://people.umass.edu/ajzen/tpb.diag.html>

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Getting the Right Mindset

Are we concerned with retrieving and producing knowledge as much as we are with storing it?
Do we view KM as a living, vibrant process? More importantly, do individuals within the organization view it that way?
Are we making information palatable for individuals?
At a macro level, are we facilitating the digestive process within our organization?
— An ounce of prevention is worth a pound of cure.

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Tools for Helping the Process

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Important Characteristics

- EASY to use (for normal people, not techies)
- Inexpensive (in cost, time and effort)
- Rich presentation
 - Addresses multiple learning styles
 - Presents material using an assortment of senses
- Interactive capabilities (not static content)

Two Examples

- Microsoft OneNote and SharePoint
- Techsmith Snagit and Camtasia

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EXAMPLE: Using Snagit

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<http://jeff.themcrawfords.com/kpm2008/>

- The Snagit demo was created using Camtasia, both products provided by Techsmith. More information on both can be found at <http://www.techsmith.com/>.

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Where Do We/I Go From Here?

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Hopefully the discussion has got you thinking about knowledge in your own organization

This is a new research stream for me, so the work is just beginning...

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