Aalto-yliopisto

Ako-E3020
Knowledge Management in Practice (5 op)

Luento #3

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Agenda 13.2.2020

- **Luento #3**
  - Tilanne ryhmätöiden suhteen
  - Tietojohtamisen kehittäminen tietointensiivisissä organisaatioissa
  - Työskentelyä ryhmässä tehtävän harjoituksen parissa
  - Tiedon jakaminen organisatorisena prosessina (jos on aikaa)

Summarizing frameworks of knowledge work / knowledge organizations

- There are differences between organizations and their (knowledge related) operational preferences and practices
- If you are capable to **analyze** and **understand** knowledge work and knowledge organizations, you are also more capable to **work** in different kinds of knowledge organizations, or **develop** them

1st and 2nd waves of knowledge management

Table 5 Six research questions and their dominant biases and related traps

Research question	Knowledge-sharing bias	Knowledge-sharing traps
Why is knowledge sharing managed?	Control bias	MANAGEMENT TRAP
When is knowledge sharing managed?	Opportunity-driven bias	
Whose knowledge sharing is managed?	Individual knowledge bias	LOCAL LEARNING TRAP
Where is knowledge sharing managed?	Operational level bias	
What knowledge sharing is managed?	Codified knowledge bias	ICT-TRAP
How is knowledge sharing managed?	Technology driven bias	

Source: Huysman M. & de Wit D. (2004) Practices of managing knowledge sharing: towards a second wave of knowledge management Knowledge and process management, Volume 11, Issue 2, pp. 81-92

1st and 2nd waves of knowledge management

Table 6 Differences between the first and second generation of knowledge management

Research question	First wave	Second wave
Why is knowledge shared?	Managerial needs	Part of daily work: as a routine
When is knowledge shared?	When there is an opportunity to do so	When there is a need to do so
Where is knowledge shared?	Operational level	Organization-wide
Whose knowledge is managed?	Individual: human capital	Collective: social capital
What knowledge is shared?	Codified	Tacit and codified
How is knowledge shared?	Repository systems and electronic networks	Via personal and electronic networks

Source: Huysman M. & de Wit D. (2004) Practices of managing knowledge sharing: towards a second wave of knowledge management Knowledge and process management, Volume 11, Issue 2, pp. 81-92

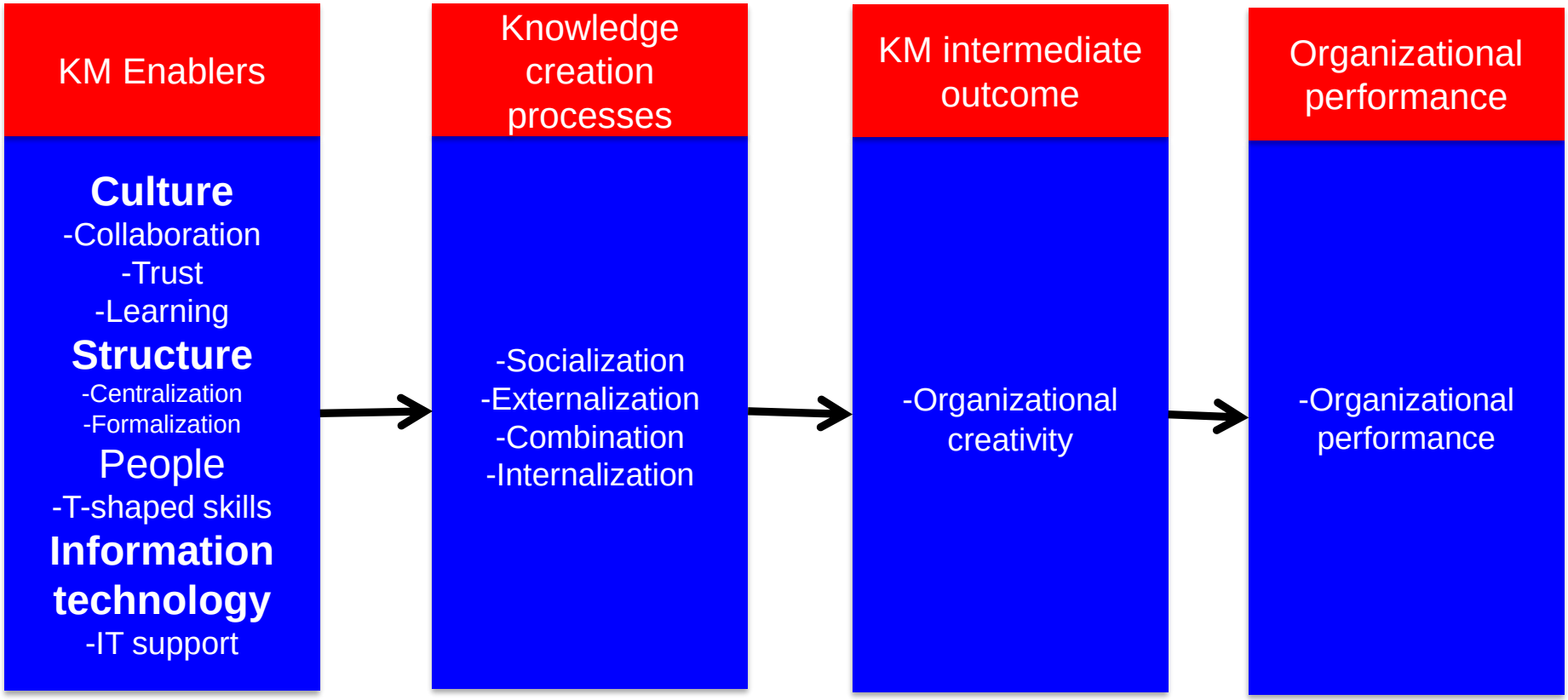
What kinds of problems KCM projects aim to solve?

- Problems are often ***ill-defined***
  - Intended objectives are hard to define (=> how to measure or evaluate what have been achieved?)
  - Path to solution is not clear (=> how to find it?)
  - Outcomes are hard to foresee or predict (=> how to convince the decision maker?)

- These are all typical features of many OD (organizational development) efforts
- Scientist/practitioner working with these kinds of problems must be skilled and knowledgeable about the subject/phenomenon

If you are interested, you may look at the article Holmström, J., Ketokivi, M., & Hameri, A. (2009). Bridging practice and theory: A design science approach. Decision Sciences, 40(1), 65-87.

So, where to focus?



Source: Heeseok Lee & Byounggu Choi (2003) Knowledge Management Enablers, Processes, and Organizational Performance: An Integrative View and Empirical Examination, Journal of Management Information Systems, 20:1, 179-228

See also: Rubenstein-Montanoa, B., Liebowitza J., Buchwaltera J., McCawa D., Newmanb B. & Rebeckb K. (2001). A systems thinking framework for knowledge management. Decision Support Systems, Vol. 31 (1), 5-16.

Typical KM challenges

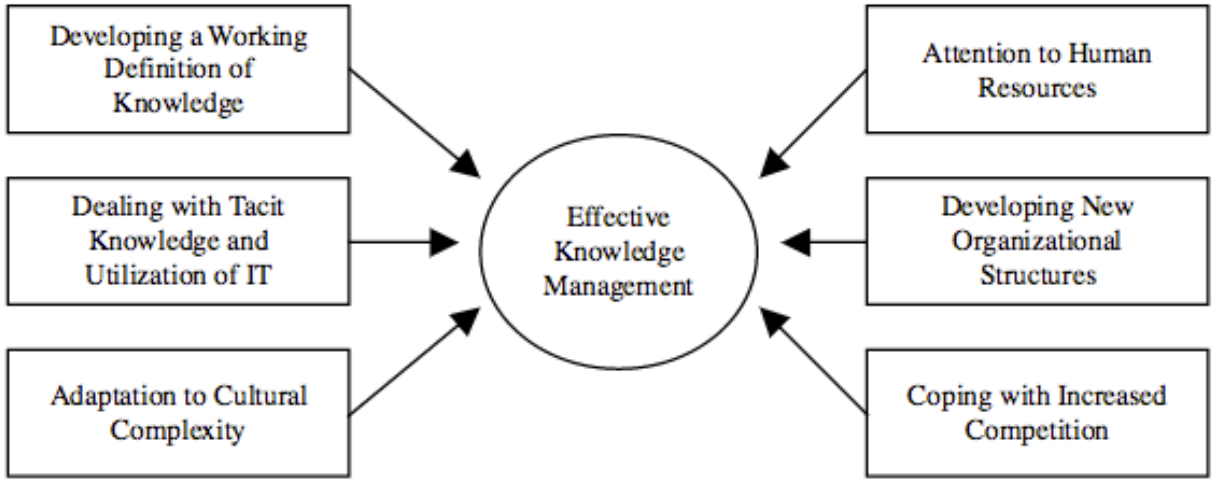


Figure 1.
Overview of knowledge management challenges for global business

Source: Kalkan V. (2008) An overall view of knowledge management challenges for global business. Business Process Management Journal, Vol. 14 (3), 390-400.

Critical success factors for SMEs developing KM

In order of importance:

1. Management & leadership and support
2. Culture
3. Strategy and purpose
4. Resources
5. Processes and activities
6. Training and education
7. Human resource management
8. Information technology
9. Motivational aids
10. Organizational infrastructure
11. Measurement

Sources: Wong K. (2005) Critical success factors for implementing knowledge management in small and medium enterprises, Industrial Management & Data Systems, Vol. 105 Iss: 3, pp.261 – 279
Wong K. & Aspinwall E. (2005) An empirical study of the important factors for knowledge-management adoption in the SME sector, Journal of Knowledge Management, Vol. 9 Iss 3 pp. 64 - 82

Can anything go wrong?

- Error I: Not Developing a Working Definition of Knowledge
- Error 2: Emphasizing Knowledge Stock to the Detriment of Knowledge Flow
- Error 3: Viewing Knowledge as Existing Predominantly Outside the Heads of Individuals
- Error 4: Not Understanding that a Fundamental Intermediate Purpose of Managing Knowledge Is to Create Shared Context
- Error 5: Paying Little Heed to the Role and Importance of Tacit Knowledge
- Error 6: Disentangling Knowledge from Its Uses
- Error 7: Downplaying Thinking and Reasoning
- Error 8: Focusing on the Past and the Present and Not the Future
- Error 9: Failing to Recognize the Importance of Experimentation
- Error 10: Substituting Technological Contact for Human Interface
- Error 11: Seeking to Develop Direct Measures of Knowledge

Source: Fahey L & Prusak L (1998) The Eleven Deadliest Sins of Knowledge Management. California Management Review. Vol. 40 Issue 3, p265-276.

Työskentely ryhmässä tehtävän harjoituksen parissa