KNOWLEDGE MANAGEMENT: A SKEPTIC'S GUIDE

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What is Knowledge Management?

New Business Movement (Fad du Jour)?

- business process re-engineering

- core competency

- rightsizing (downsizing)

- vertical integration

An Intuition Looking for Definition and Implementation?

Why Manage Knowledge?
The Presenting Problems

"People are walking out the door and taking their knowledge with them."

- Downsizing

- Retirements

- Movement of employees from civil service to contractor status

Reinvention: "if only we knew what we knew"

Difficulty of retrieving stored information

Inconsistencies in classification of stored information

What Gets Called Knowledge Management?

Various types of data bases

- Lessons learned data bases

- Best practices data bases

- Expert systems

- Standard data bases

Tools for Document Management and Sharing

- Document repositories, collaborative authoring tools

What Gets Called Knowledge Management? (con't)

Tools for Collaborative Work: "Groupware"

- Lotus Notes

- Video conferencing facilities

- Shared whiteboard systems

- Scheduling and calendaring tools

Systems for Providing Training

- Computer-Based-Training

- Web-based training with interactive chat rooms

- Just-in-time training embedded within computer programs

5

What Gets Called Knowledge Management? (con't)

- Expertise and Skills Registries

- Web-Based Information Portals

- FAQs

- Decision Support Systems

- Data Mining Tools

- Information Search and Retrieval Tools
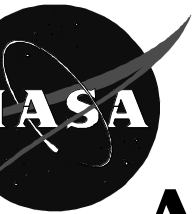
Attempts to Rethink Assumptions about Knowledge

- Knowledge as a fundamental corporate asset

- Knowledge as a decontextualized object versus knowledge as tacit and social

- Knowledge as residing in the individual or the institution

What is Knowledge?

NASA KM Team Working Definition of Knowledge

Knowledge Management is getting the rig information to the right people at the righ time, and helping people create knowledg and share and act upon information in wa that will measurably improve the performance of NASA and its partners.

Knowledge Management and Institutional Memory

- Who remembers: an institution or the individuals who comprise the institution?

- What does an institution remember with?
  - Its individuals (see Acquisition paper)
  - Its communities of practice
  - Its forms, procedures, file cabinets, data bases

Knowledge Management and Culture

- Common Statement "Culture is 80 (90)% of the knowledge management problem."
- Common Action "However, let's build something"
  - KM has its roots in information technology
  - There's money in selling technologies
  - It's easier to build a system than to change a culture

To solve a social problem, it's easier to call for cultural rath[er] than organizational change

Cultural change does not seem to require change in rules, organizational structure, fundamental promotion and reward system.

Calling for cultural change appears to be less radical and dangerous than calling for a structural change

Will the Knowledge Management Effort Succeed?

Will the Knowledge Management Movement Deliver on Its Promises?

Will efforts at Knowledge Management be casualties of the economic downturn?

Will the NASA Knowledge Management Team Succeed in developing a knowledge sharing culture?

> KM team is aware that there are cultural issues in managing knowledge

> How do you change a culture? How does a culture change as conditions change?

Work in Progress: Watch this space

BACKUP:
Metrics for Valuing Intellectual Capital
I.e. Knowledge

. Number of full-time permanent employees.

. Full-time permanent employees as percentage of total employment. This
hows the size of the core group.

. Average age of full-time permanent employees.. In this core group, as
pposed to the company overall, youth may not be an advantage. The
onveyance of corporate philosophy is typically done best by older employees

. Average years with company of full-time permanent employees..

. Annual turnover of full-time permanent employees.. This is a critical factor
 company bleeding core veterans is one at great risk.

. Per capita annual cost of training, communication and support programs for
ull-time permanent employees

. Full-time permanent employees. who spend less than 50 percent of work
ours at a corporate facility.

8. Number of full-time temporary employees..

9. Per capita annual cost of training and support programs for full-time temporary employees.

10. Number of part-time employees and non-full-time contractors.

11. Per capita annual cost of training, communication, and support programs part-time employees, and non-full-time contractors.

12. Percentage of company managers with advanced business degrees, advanced science and engineering degrees, and advanced liberal arts degrees.

13. Percentage of company managers of different nationality than the compan registry. Diversity does not include only gender.

14. Company managers assigned to full-time permanent employees, to full-ti remote employees, to temporary employees, to contractors. Number of differ languages and cultures/total staff.

Intellectual Capital: Realizing Your Company's True Value by Finding its Hidden Brainpower. **Lief Edvinsson and Michael Malone. HarperBusiness 1997, p.p. 8 - 9)**