A little knowledge that act is worth infinitely more than much knowledge that is idle

- Khalil Gibran -
OBJECTIVES

1. Describe the importance of individual, group, & organization knowledge management (create, capture, share, codify, access, applied, reuse)

2. Compare the major KM cycle (Zack, McElroy, Wiig, & Bukowits and Williams)

3. Define the key step in each process of KM cycle

4. Identify the challenge & benefit of each KM cycle phase

5. Describe the way integrated KM cycle combine the advantages of other KM model
WHAT KM PROCESS DOES

- Identify knowledge and knowledge resources in organization
- Transform valuable knowledge into explicit form - codification
- Disseminate thru practices, sharing, networks
- Use for decision making, problem solving, choosing the best practices for every situation
- Store the knowledge in organization memory
### Table 2-1

**A Comparison of Key KM Cycle Processes**

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MAJOR APPROACHES

- Zack KM cycle - 1996
- Bukowits and Williams KM cycle - 2000
- McElroy KM cycle - 2003
- Wiig KM cycle – 1993
- Integrated cycle
- Basic concept

 UP Research and knowledge about the design of physical product can be extended into the intellectual realms to serve as the basis of the KM cycle.
Analogs:

- **Product Platform (repository)**
- **Information Process Platform (refinery)**
- **Higher value-added to leverage knowledge**
  - Ex: basic data → trend (repackaged) → dec. Making
  - Please find real life example

- Emphasize on evolution & renewal of ‘product architecture’ to sustain competitiveness
  - Different architecture, different product function, cost, quality, performance

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- Compose of technology, facilities, & process for manufacturing product/service
- Viewed as repository comprise of information content & structure
  - Content is unique
  - Structure that can easily identify, extract, & manage different knowledge (sifting & modification)
    - Labelling, indexing, linking, cross-referencing
- Repository become foundation for the firm to create the family of information & knowledge
- **Aquisition**
  - Breadth, depth, scope, credibility, accuracy, timelines, relevance, cost, exclusivity, quality

- **Refinement**
  - Migrating, restructuring, relabelling, integrating, cleaning up, sifting, interpret, standarizing,
  - Creating readily useable knowledge

- **Store/retrieve**
  - A bridge between upstream acquisition, refinement, & downstream stages
- **Distribution**
  - How to deliver product to end user,
  - Medium of delivery, timing, frequency, form
- **Use**
  - How the product support the work of the end user
- **The strength of the cycle** → comprehensive information processing paradigm
- The way the organization create, generate, maintain, and deploy a strategically correct stock of knowledge to create value

**THE BUKOWITZ AND WILLIAMS KM CYCLE**
- Get – Learn – Distribute : tactical (drive by demand)
- Assess – Build – Divest : strategic (trigger by macro environment)
GET : seek information, deal with enormous info, match info need, know the resources, cybraryan.

USE : combine information to innovate, decision making & problem solving

LEARN : experiences to create competitive advantage, using organizational memory (lesson learned – best practise)

CONTRIBUTE : post what is learned to the public knowledge
ASSESS: evaluate & map intellectual capital, define mission critical knowledge, compare with the future need
  - Measure the knowledge investment onto performance
  - Identify new form of capital

BUILD / SUSTAIN: develop intellectual capital to keep organization viable & competitive

DIVEST: is the knowledge still worth to keep or better of transfer to outside (see p. 35)
Knowledge life cycle consists of the processes of knowledge production and knowledge integration, with a series of feedback loops to organizational memory, beliefs, and claims and the business-processing environment.

- Knowledge held in the mind of individual & group
- Knowledge use in the business process:
  - Match expectation $\rightarrow$ store & reuse
  - Fail $\rightarrow$ adjust
  - Successive failure $\rightarrow$ reject & create new knowledge

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**Figure 2-5**

**High-level processes in the McElroy KM cycle**

1. **Knowledge Production** → **Organizational Knowledge** → **Knowledge Integration**
2. **Business-Processing Environment**
   - **Double-Loop Learning**
3. **Beliefs and Claims**
4. **Distributed Organizational Knowledge Base**
   - **Single-Loop Learning**
   - **Beliefs and Claims**
FIGURE 2-6

Knowledge production processes in the McElroy KM cycle

Formulate Problem Claim → Knowledge Claim Formulation → Individual & Group Learning → Codified Knowledge Claim → Knowledge Claim Evaluation

Information Acquisition
Figure 2-7
Knowledge claim evaluation processes in the McElroy KM cycle

Knowledge Production

Information about:
- Surviving Knowledge Claim
- Falsified Knowledge Claim
- Undecided Knowledge Claim

Surviving Knowledge Claim

Falsified Knowledge Claim

Undecided Knowledge Claim

Organizational Knowledge

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FIGURE 2-8

KNOWLEDGE INTEGRATION PROCESSES IN THE McELROY KM CYCLE

Knowledge Production ➔ Organizational Knowledge

Knowledge Integration

- Broadcasting
- Searching
- Teaching
- Sharing
Knowledge Integration

- Process by which organization introduce new knowledge claim to its operating environment and retire the old one (or ??????)
- Conducted thru teaching, training, sharing, & others activities which communicate the understanding of new knowledge to the worker (replace or integrate with the old knowledge)
Positive side ➔

- Clear description of how to evaluate knowledge
- Conscious decision to integrate knowledge into org. memory or not
- This validation separate KM from document management

KM focus on process to identify the knowledge content that is of value to organization and employee
Three conditions that need to be present for an organization to conduct its business successfully:

- Business (products/services) and customers
- Resources (people, capital, facilities)
- Ability to act

Ability to act intelligently determined and drived by the knowledge

Improved knowledge mean we know better about what & how to do
Figure 2-9

Major steps in the Wiig KM cycle

- **Build Knowledge**
  - Learn from personal experience
  - Formal education and training
  - Intelligence sources
  - Media, books, peers

- **Hold Knowledge**
  - In people
  - In tangible forms (e.g., books)

- **Pool Knowledge**
  - KM systems (intranet, dbase)
  - Groups of people—brainstorm

- **Use Knowledge**
  - In work context
  - Embedded in work processes
BUILDING KNOWLEDGE

- Obtain knowledge.
- Analyze knowledge.
- Reconstruct/synthesize knowledge.
- Codify and model knowledge.
- Organize knowledge.
HOLDING KNOWLEDGE

- remembering,
- accumulating knowledge in repositories,
- embedding knowledge in repositories,
- archiving knowledge
- **POOLING KNOWLEDGE**
  - coordinating,
  - assembling,
  - accessing and retrieving knowledge.
USE KNOWLEDGE

- perform a routine task (make standard products, provide a standard service, or use the expert network to find out who is knowledgeable about a particular area).
- survey exceptional situations at hand (determine what the problem is and estimate potential consequences)
- describe the situation and scope of the problem (identify problem and show generally how to handle it)
- Select relevant special knowledge to handle the situation (identify who you need to consult with or want to address the problem).
USE KNOWLEDGE

- Observe and characterize the situation with special knowledge (make a comparison with known patterns, take a history, & collect and organize required information to act).
- Analyze the situation with knowledge (judge whether it can be handled internally or whether outside help will be required)
- Synthesize alternative solutions with knowledge (identify options and outline possible approaches).
- Evaluate potential alternatives using special knowledge (determine the risks and benefits of each possible approach).
USE KNOWLEDGE

- Use knowledge to decide what to do (rank alternatives, select one, and do a reality check).
- Implement the selected alternative—for example, execute the task and
- Authorize the team to proceed
Figure 2-10
Summary of the key Wiig KM cycle activities

1. Build
   - Obtain
   - Analyze
   - Reconstruct
   - Synthesize
   - Codify
   - Model
   - Organize

2. Hold
   - Remember
   - Accumulate in repositories
   - Embed in repositories
   - Archive

3. Pool
   - Coordinate
   - Assemble
   - Reconstruct
   - Synthesize
   - Access
   - Retrieve

4. Apply
   - Perform tasks
   - Survey, describe
   - Select
   - Observe, analyze
   - Synthesize
   - Evaluate
   - Decide
   - Implement

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CYCLE CRITERIA’s SELECTION

- Implemented and validated in real world
- Comprehensive to different types of steps in KM literature
- Detail description of KM cycle
Three major stages in KM cycle

- Knowledge capture / creation
- Knowledge sharing / dissemination

**Figure 2-11**
**An integrated KM cycle**
## INTEGRATED KM Cycle Steps

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<td>Create/capture</td>
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<td>Create/capture</td>
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<td>Contribute</td>
<td>Knowledge validation</td>
<td>Transformation</td>
<td>Create/capture and contextualize</td>
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<td>Assess</td>
<td>Knowledge integration</td>
<td>Dissemination</td>
<td>Share, disseminate, and assess</td>
</tr>
<tr>
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<td>Build/sustain</td>
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SUMBER INFORMASI

- http://www.eknowledgecenter.com/articles/1010/1010.htm
- http://www.ahg.com/absolutely%20knowledge%20management%20system.htm
- http://www.ugc.edu.hk/tlqpr01/site/abstracts/098_hui.htm
- http://www.hcklab.org/research/knowledgemanagement/tacit-explicit-knowledge.htm
Review singkat materi perkuliahan ini minimal 1 kali setiap minggu.

Selesaikan penugasan2, baik yang dikumpulkan atau yang tidak.

Membuat catatan kecil (rangkuman) yang mudah dipelajari saat menghadapi UTS/UAS (bukan untuk ‘contekan’).

Setidaknya baca & pahami materi secara lengkap pada buku panduan utama.

Perhatikan pokok bahasan yang diberikan penegasan oleh dosen beserta contoh2-nya.

Cari materi dari dosen lain dengan pokok bahasan yang sama.